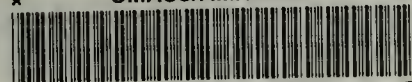


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"Strengthening family ... building community"

UMASS/AMHERST

UMASS/AMHERST



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The Lawrence Family Development and Education Fund, Inc.

237 Essex Street, Lawrence, MA. 01840 • (508) 683-9963

February 11, 1994

Dr. Piedad F. Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
Executive Office of Education  
One Ashburton Place  
Boston, MA 02108

GOVERNMENT DOCUMENTS  
RECEIVED  
COLLECTION

FEB 15 1994

EXECUTIVE OFFICE  
OF EDUCATION

Dear Dr. Robertson,

On behalf of the Board of Directors of the Lawrence Family Development and Education Fund, Inc. in collaboration with the Lawrence Youth Commission and in the name of the parents of Lawrence children listed as co-applicant, we submit the attached Charter Application for your consideration. The Lawrence Charter School and Family Development Center, described herein, is seeking early eligibility determination for a September 1995 opening.

Since 1989 the Lawrence Youth Commission and Latino parents in the City of Lawrence have worked on behalf of school reform of public education to increase academic achievement and school retention through the active involvement of parents as advocates for education. The Education Reform Act of 1993 in providing this opportunity for a public charter allows us to take the momentum and lessons of the Parent Mobilization Project and model these practices for parent involvement and high student achievement in an environment apart from our current public school system. We understand this step will demand an accountability of education in the Charter School that we have sought from the public schools. We welcome the challenge this opportunity presents and look forward to the potential of parent leadership in building a foundation for the educational achievement of children in Lawrence.

Sincerely,

Ralph L. Carrero, President  
Lawrence Family Development  
and Education Fund, Inc.

942-31  
941-02

# LAWRENCE CHARTER SCHOOL AND FAMILY DEVELOPMENT CENTER

## Charter Application: Part I

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# *Charter Application: Part I*

## 1) Mission Statement

Strong families, working in partnership with the school as advocates for academic achievement will create an environment where every child has the opportunity to acquire the skills and habits of mind that foster life long learning, citizen participation and personal fulfillment.

The core philosophy of the **Lawrence Charter School and Family Development Center** is the integration of family and cultural values into the governance and curriculum of a school developed to model parental involvement in education as the foundation for increased academic achievement of their children

Research on effective schools which demonstrate a response to community needs defines this model as having the highest potential for engaging children of poor families in the successful process of education:

"The potential effectiveness of a comprehensive approach to restructuring is one in which in school reform is directly linked to family support and education, neighborhood social and economic development, integrated services for poor children and their families, and multiple ways that families can contribute to the development of their own children, both in school and out."<sup>1</sup>.

**The Lawrence Charter School and Family Development Center is committed to the philosophy that:**

- Investment in the family is the surest route to rebuilding societal structures depleted or destroyed by poverty, racism, and educational and economic disinvestment.

---

<sup>1</sup>Davies, Don. "Testing a Strategy for Reform: The League of Schools Reaching Out" Paper Presented at American Educational Research Associations Symposium, Chicago, 1991.

- The parent is the first and foremost teacher of their child and must continue to support the development of their child in partnership with the school.

**The Lawrence Charter School and Family Development Center will integrate classroom teaching, parent involvement, and staff professional development goals to create an environment that supports academic achievement of its students.**

- Children work successfully toward goals and values when they recognize that the attitudes and expectations of both home and school overlap.<sup>1</sup>
- Children's academic achievement improves when families demonstrate their connection to school goals by encouraging their children's intellectual development, studying with them, showing approval of school activities, and respecting their children's efforts.<sup>2</sup>

**The Lawrence Charter School will invest in the ongoing future success of children through a system of continuing support by:**

- Increasing access to education for parents and students, in particular language skills through family literacy programs, is an effective and critical component in increasing the academic achievement of children.
- Improvement of child and family well being by providing services that stress school success, local empowerment, and prevention will integrate family, school, and community and strengthen the foundation of all three.

The governance of this school will include at least fifty percent parent residents of Lawrence Massachusetts, representative of immigrant newcomers, in particular families of Latino heritage, who seek a school

---

<sup>1</sup>Norm Fruchter, Ann Galletta, & J. Lynne White. "New Directions in Parent Involvement", Academy for Educational Development, Inc., 1992.

<sup>2</sup>Same as above.

environment in which their children will reach their full potential. This goal will be achieved by offering a curriculum that implements teaching practices which recognize the ability of all children to learn. This school will be a model site in the integration of services supporting education, bringing the community into the school in terms of oversight, culture and the delivery of services which strengthen families.



## 2) School Objectives

### A) What are the school's broad academic objectives for student learning:

- All children will have access to high quality and developmentally appropriate programs that establish a foundation for learning and that are regularly evaluated to retain focus on improving student achievement.

- Students will demonstrate competency over challenging subject matter including language acquisition, mathematics, history, geography, and science. This supports the National Education Goal 2000 Objective:

*"All students will leave grades four, eight, and twelve having demonstrated competency over challenging subject matter in English, mathematics, science, history, and geography."*

- Students will demonstrate increased language acquisition skills in both English and Spanish, with the goal of completing grade five with the ability to fully communicate in both languages. This supports the National Education Goal 2000 Objective:

*(removing barriers for minority students).*

- The staff will work with parents to assure cooperative planning for each child to meet the child's educational potential. This supports the National Education Goal 2000 Objective:

*"Every parent will be a child's first teacher, and parents will have access to the training and support they need."*

- Teachers will have the opportunity for ongoing professional development to enhance their skills in teaching methods designed to foster learning for all children. This supports the National Education Goal 2000 Objective:

*"Teachers must learn to use a variety of instructional approaches because all youngsters learn in different ways."*

- Professional development for teachers will include training to reverse current methods which rely on memorized basic skills and focus on higher level thinking and problem solving skills.
- Students will learn in mixed ability groups rather than in homogeneous classes. This will prepare all students for productive lives and will encourage cooperative methods of learning which are highly favored problem solving strategies in Latin cultures as opposed to independent learning.
- All students will have access to up to date computer equipment and other technology which supports student learning, and will attain competency that is age/developmentally appropriate. This supports the National Education Goal 2000 Objective:

**B) Describe any non-academic goals for student learning.**

- Students will demonstrate respect for each other, for staff and for members of the community as an integral part of valuing education and developing personal discipline.
- Students will participate in the life of the broader community through involvement in cultural events and community service as fundamental steps in developing the responsibilities of citizenship.
- Students will demonstrate self discipline in an environment conducive to learning: free of drugs, violence, and negative distractions. This supports the National Education Goal 2000 Objective:  
*"Every school in America will be free of drugs and violence and offer a disciplined environment conducive to learning."*
- Students will have access to services both in the school and in the community which will prevent them from falling through the cracks. All children will have access to a web of coordinated quality services to enhance their ability to learn, including regular health care and mental health services.



2C) What type of community environment do you hope to foster at your school?

The core philosophy of the **Lawrence Charter School and Family Development Center** is that parents working in partnership with the school as advocates for academic achievement will create an environment where every child has the opportunity to acquire the skills and habits that foster life long learning, citizen participation and personal fulfillment.

This philosophy recognizes that parents are a child's first teacher and that their involvement as partners in the education of their child with the school is fundamental to the success of the child as a learner and contributor to society. The school environment then, would be one in which the parents are not only welcomed but required as part of their child's admission to the school to be involved in the governance and decisions of curriculum, teacher qualifications, and delivery of services which strengthen education and family life.

Seventy-eight percent of the school age children in Lawrence come from homes where Spanish is the primary language. There is significant evidence of low levels of adult literacy, English language skills, health care information, and adequate understanding of the community resources which could support parents in raising their children and increasing their chances for academic success.

**The Lawrence Charter School and Family Development Center**, in addition to offering academic and cultural programs for students, would offer academic and social service resources for parents and families for the purpose of strengthening family life.

- a) The inability of parents of Lawrence students to speak and understand the English language creates a barrier that on one hand prevents parents from involvement in their child's education and can be detrimental to their educational

development - the school will take affirmative steps to open instructional programs to parents.

These will include classes in native language literacy as preparation and bridge to entry level ESL/English as a Second Language classes. The Family Development Center will work collaboratively with the local Adult Education Program, Northern Essex Community College and the Department of Training and Development to assure appropriate linkage to further ESL/ABE and related academic job training programs.

- b) Because a lack of awareness of social services and community resources is a factor in limited access to resources, the school will provide ongoing workshops on family development utilizing community resources and will integrate such social services as deemed necessary and appropriate by the Parent Board.

Using examples of school based service systems including the Illinois model of "Project Success" which recognizes both leadership and support of the Family Development Center will work to link a web of coordinated services that includes health services, child protective services, parent education, family literacy programs, early childhood education and direct links to vocational job training and job referral. The following criteria will be considered in developing this system of school based services:

- services will be provided which contribute to improvement of the child and family well-being through school success, parent involvement, and citizen empowerment.
- services will be based on the needs of children and their families, as identified by parents and school.
- services will be provided without cost in a collaborative method that eliminates duplication and fragmentation and

effectively utilizes those community resources which currently exist.

- c) Because parent participation in the overall operation of the school is an effective way to transfer cultural and community values to the environment of academics and personal discipline, an effective model of parent involvement, based on the research of James Comer, Ph.D., Yale Child Study Center, will be implemented at the school. This design will allow for three planned levels of parent participation: 1) as the child's First Teacher, 2) as support staff for the operation of the school and 3) in the governance of the school.



### 3) Statement of Need:

Because children's growth and development benefit from a partnership between the parent and school, involving parents in the education of their children is the single most important contribution that this school could make to effect educational reform in the City of Lawrence. Parent involvement will provide the continuity children need to succeed as they progress through the school and will help to integrate children's development in home, school, and community. This Charter School will address this need in the following manner.

#### Parent Involvement as the Child's Teacher

The Lawrence Charter School and Family Development Center supports the philosophy that a parent is a child's first teacher. As the child makes the transition from home to Kindergarten and the primary grades, the emphasis of the Family Development Center will be to support parent learning so they can help their child learn in school and build a foundation for the Home-School-Child partnership essential for academic achievement.

The foundation training for all parents is the Parent Mobilization Project workshops. This curriculum, tested, evaluated, and restructured since it began in 1990, is the essential foundation for preparing parents, particularly newcomer and immigrant parents, to be involved in their child's education. The curriculum is designed to be offered in three segments addressing issues of Family, School, and Community. The programs operate in a continuum with an underlying focus of change and participation at the family, school, and community level. The philosophical basis are the theories of Brazilian educator Paulo Freire who believes that helping communities change require a respect for the wisdom of community members.

The desired outcomes of the Family Development Center include:

- families able to rely upon themselves for direction, sustenance, and discipline
- children who see their parents as learners and leaders, role models for educational and personal development
- parents who are participants in the civic and community responsibilities which move us forward as a culture.

The Family Development Center will offer educational programs which models problem solving through cooperative learning of parent and child. Teachers and parent assistants will offer curriculum information workshops to acquaint parents with their children's education program at the beginning of each term. Regular workshops in homework support and tutoring skills will be open to all parents.

#### Parents as a Support Staff

It is critical to provide a defined role for parent involvement within the delivery structure of the education environment and curriculum. By inviting parents whose children attend the school to apply for positions as parent assistants in each classroom, the opportunity is created to improve economic standard of living for a number of parents, provide job training and leadership internships for parents who have demonstrated effective skills through home-study support, and most importantly, to create an effective bridge of home culture to school culture on a regular basis. One or more parents will be hired to staff a Parent Access Center in the school which will coordinate volunteer opportunities, parent-teacher meetings, and special workshops and trainings for parents based on recommendations of the steering committees.

## Governance

Decision making at the school will be by a leadership team of Parents, (50%) representative members of the Lawrence Family Development and Education Fund, Inc. Board of Directors (30%) and Teachers and Administration (20%). Through representation on the school governance Board and steering committees, parents will have a major leadership role in personnel decisions and all key policy matters such as discipline codes and determination of social service delivery at the school. Parents who serve on the School Board will be elected by parents at the school and will be qualified by participation in training through the Parent Mobilization Project to ensure strong preparedness and advocacy skills. Further, the parent board members will be trained in the Board Leadership Development Program offered by the Lawrence Youth Commission in collaboration with Northern Essex Community College and the Support Center of Massachusetts. Parents who have assumed leadership through the Parent Mobilization Project, **PODER/Parents Organized for Development, Education and Reform**, and as community volunteers are well prepared to accept the responsibility of governance of the Charter School. Their voice will provide the forum for developing strategies to support and encourage effective educational programs at the school.

learning of parent and child. Teachers and parent assistants will offer curriculum information workshops to acquaint parents with their children's education program at the beginning of each term. Regular workshops in homework support and tutoring skills will be open to all parents.



#### 4) School Demographics:

A. Describe the area where the school will be located .If a facility has already been secured, please state so.

The Lawrence Charter School and Family Development Center will be located in North Lawrence, in District B or C. A site has not been secured, however a number of sites in both districts are under consideration. Once a Charter is approved by the Commonwealth, a Building Site Committee will make recommendations and enter into negotiations to allow any required work to be completed prior to a September 1995 opening.

Districts B and C in North Lawrence contain neighborhoods of families heavily populated with the lowest per capita income in the City of Lawrence. The area contains eight elder housing complexes, most of the industrial base of the city and two of the three major commercial districts. Housing is predominantly two, three, and six family wooden dwellings in close proximity to one another. There is one large Common/Green and four athletic fields. Narrow streets running off four major roads enable access to crowded multiple dwelling housing units. This area of the community has been victim to scores of arson fires during the past two years leaving scarred and boarded buildings in their wake.

Districts B and C however are also home to two of the areas most progressive employers, Malden Mills and KGR, Inc.; a Heritage State Park and a Public Library both well utilized by the community, most of the city's churches and two newly opened grassroots youth centers. Additionally, there is a community based apartment complex and a growing number of minority owned businesses. An area visibly impacted by overcrowding, blight and poverty, it is also home to fledgling businesses and the promise and hope of second generation immigrants.

B. Why was this location selected? Are there other locations suitable to the needs and focus of the school?

This location - the broad geographic area of Districts B and C was selected because it is the center of North Lawrence, the side of the City with the lowest academic achievement scores, and the highest poverty and unemployment rate. If the community has an opportunity to choose alternative public education, then that choice must serve those whose concerns must be met most urgently. The presence of this Charter School focusing on academic achievement through family development will be a positive addition to this section of the City. While this area has a high percentage of the City's population, it is compact in dimension, making any of a number of school sites a true neighborhood school. Selecting a site amenable to walking is a critical element in providing access to the many parents without motor transportation and in encouraging involvement and active participation of all parents. The attached demographic profile of the six districts in the City, prepared by the City of Lawrence Office of Planning and Community Development demonstrates strong evidence of the need for placing a school focusing on family development in Districts B or C.

Other locations in the community, notably the area known as lower Tower Hill and sections of South Lawrence near the Stadium Courts Housing Projects would place the school in locations needing a positive focus. However, as evidenced in Tables I through IV and their related maps, location in these areas would not place the school in the districts where such a presence is most critical to community development and empowerment.

City of Lawrence Massachusetts  
Demographic and Socio-Economic Profile  
by Voting Districts, 1993

Enclosed is a demographic and socio-economic profile for each of the six voting districts in the City of Lawrence. This data was pulled together to provide you with a clear picture of each district and the City as a whole. These profiles represent *estimates* of population counts; migration patterns; income and poverty statistics.

The following tables are included:

Table I	Total Population by Age: 1990 & Registered Voters as of December 1990
Table II	Total Population by Race and Hispanic Origin: 1990
Table III.A	Migration Patterns: 1985 to 1990
Table IV	Income and Poverty: 1989



## Descriptions of the Tables and Maps

### Table I - Total Population by Age: 1990 & Registered Voters as of December 1992

Table I shows the 1990 population broken down into three age categories. It also shows total registered voters by voting district as of December 1992. *Registered voters as a percentage of the voting age population* (the last column in Table I) was calculated by dividing total registered voters as of December 1992 by the 1990 voting age population. These figures are illustrated on the map that follows Table I. Note the high levels of registered voters in Districts E and F and the low levels of registered voters in District C.

### Table II - Total Population by Race and Hispanic Origin: 1990

Table II shows the total population by race and Hispanic origin in 1990. The column marked *other cohorts* includes non-Hispanic Blacks, Native Americans, Asians, and Pacific Islanders. The map following Table II illustrates the high concentration of Hispanics living in north Lawrence, particularly in District C.

### Table III.A - Migration Patterns: 1985 to 1990

Table III.A shows net migration patterns between the years of 1985 and 1990. Note that over half the City's population changed their place of residence between 1985 and 1990 - 32% of the 1990 population had moved within the City while 22% moved into Lawrence from outside of the city. The map following Table III.A illustrates that Districts B and C have the least stable populations.

### Table IV - Income and Poverty: 1989

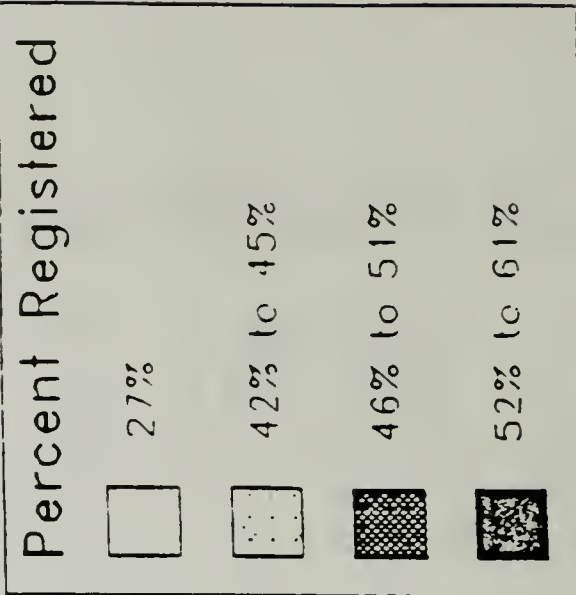
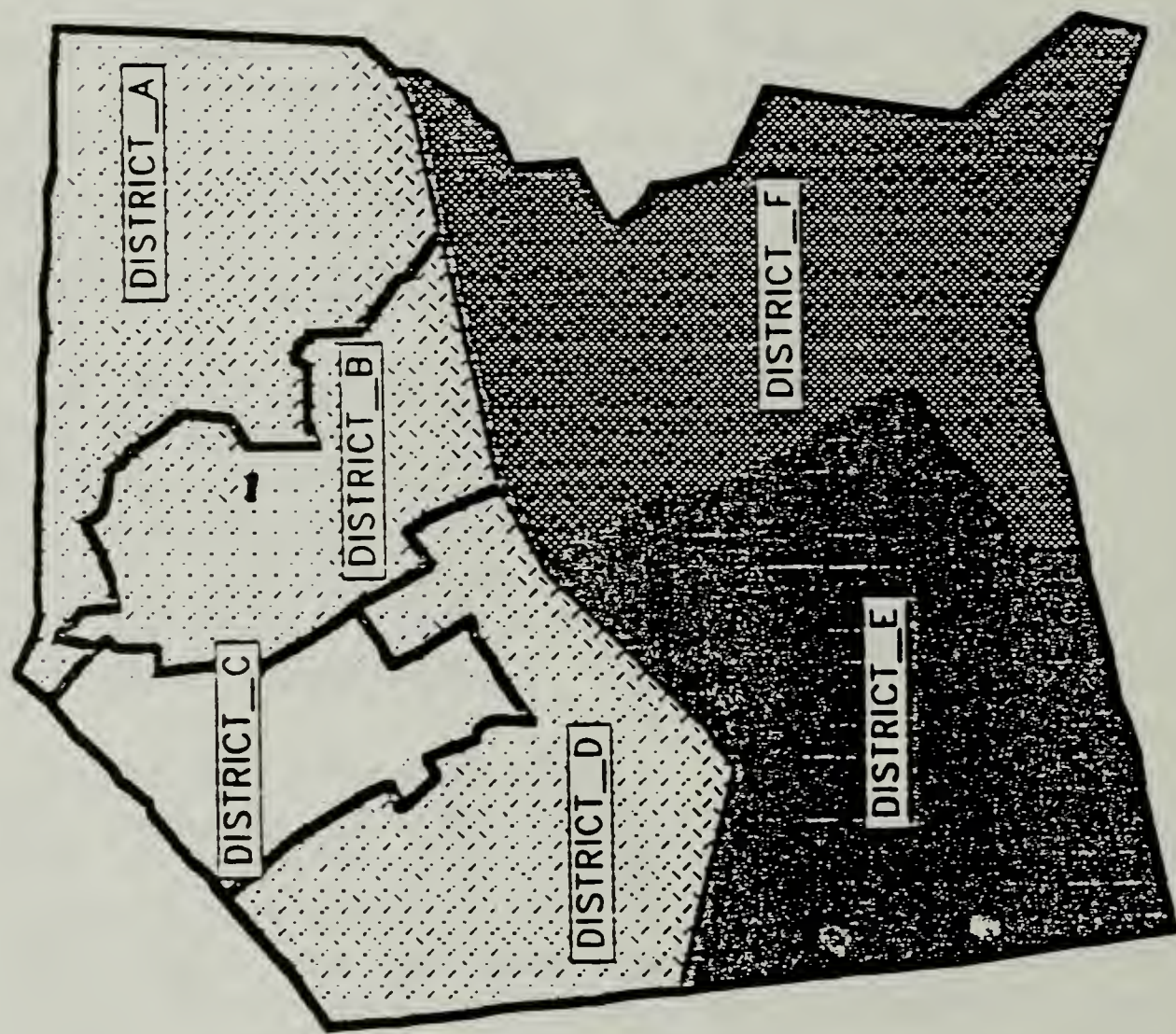
Table IV provides household, per-capita income, and poverty data for each of the voting districts. Note the concentration of low income levels and high poverty rates in Districts B, C, and D. The map following Table IV illustrates 1989 poverty rates by voting district. Of particular concern are the high rates of poverty among elderly residents in District B (21%) and District C (31%). Even more alarming is the proportion of children under eighteen living in poverty in Districts B, C, and D - with poverty rates of 46%, 56%, and 47% respectively.

Table I - Total Population by Age: 1990 and Registered Voters as of Dec. 1992

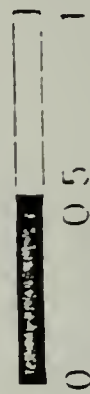
District	Total Population	Under 18	Percent Under 18	18 to 64	Percent 18 to 64	Over 64	Percent Over 64	Voting Age	Percent Voting Age	Registered Voters	Registered Voters as a Percentage of Voting Age Population
A	12,193	3,690	30%	7,028	58%	1,475	12%	8,503	70%	3,858	45%
B	11,696	3,594	31%	5,830	50%	2,271	19%	8,102	69%	3,420	42%
C	12,002	4,575	38%	6,634	55%	793	7%	7,427	62%	2,005	27%
D	12,027	4,095	34%	6,798	57%	1,134	9%	7,932	66%	3,593	45%
E	10,762	2,597	24%	6,427	60%	1,738	16%	8,165	76%	4,968	61%
F	11,523	3,592	31%	6,497	56%	1,434	12%	7,931	69%	4,043	51%
Totals	70,203	22,143	32%	39,214	56%	8,845	13%	48,060	68%	21,887	46%

# Registered Voters as a Percentage of Voting Age Population

Lawrence, MA



Miles



Source: City Clerk's Office -- Lawrence, MA

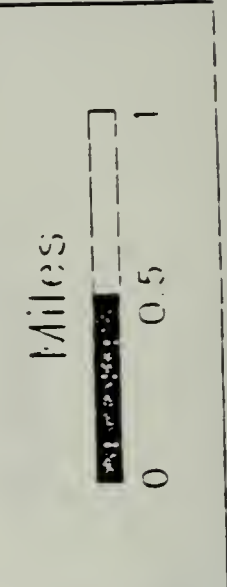
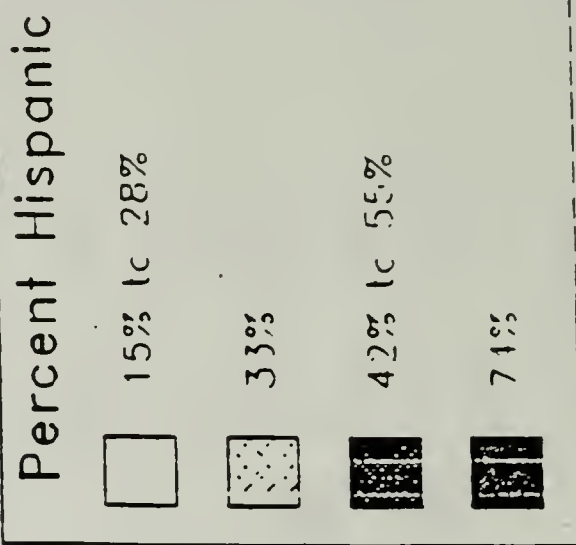
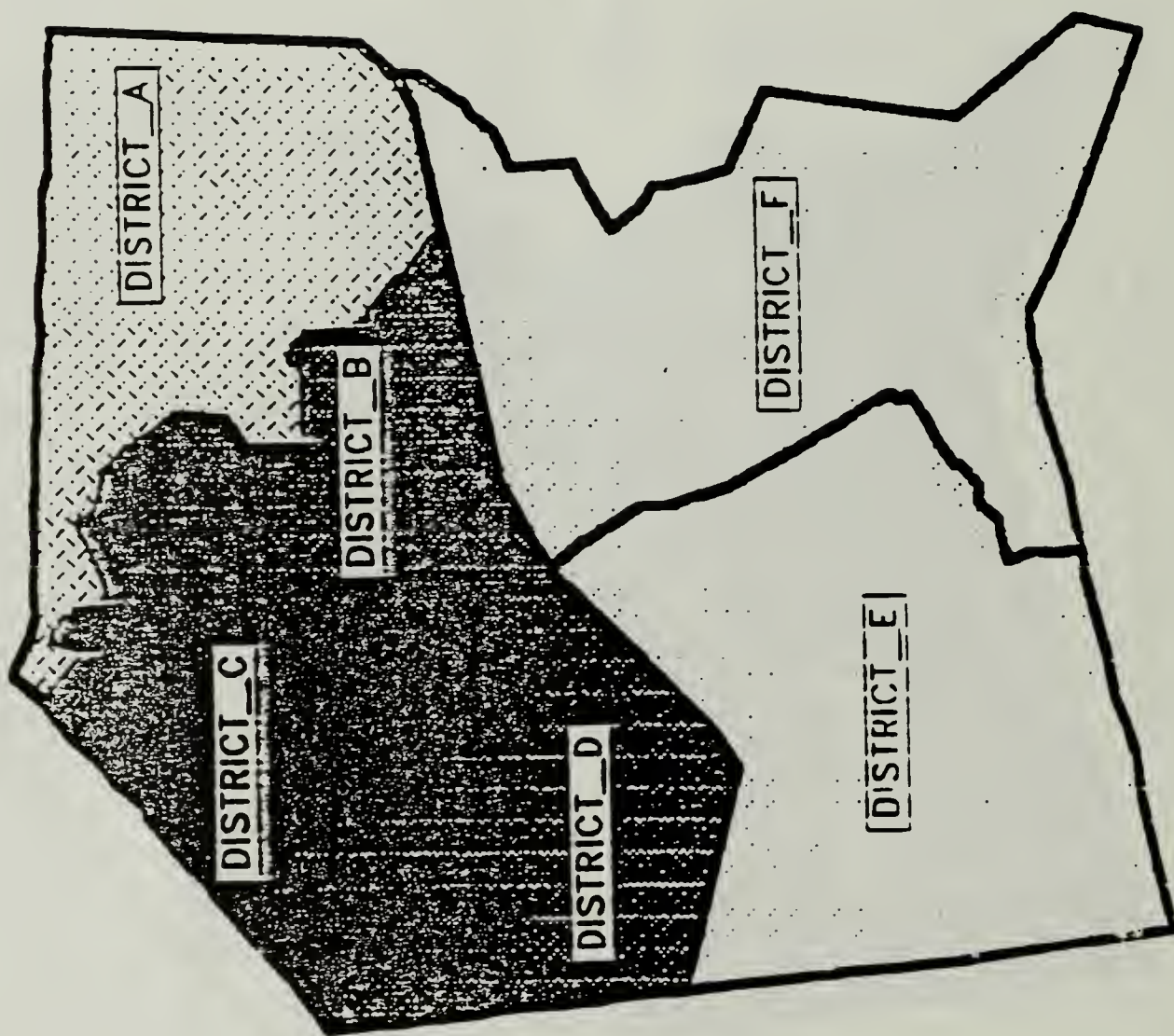


**Table II - Total Population by Race and Hispanic Origin: 1990**

District	Total Population	Non-Hisp White Persons	Percent Non-Hisp White	Hispanic Persons	Percent Hispanic	Other Cohorts	Percent Other
A	12,193	7,795	64%	4,040	33%	358	5%
B	11,696	4,974	43%	6,378	55%	344	7%
C	12,002	2,756	23%	8,900	74%	346	13%
D	12,027	6,521	54%	5,086	42%	420	6%
E	10,762	8,741	81%	1,623	15%	397	5%
F	11,523	7,609	66%	3,211	28%	704	9%
<b>Totals</b>	<b>70,203</b>	<b>38,396</b>	<b>55%</b>	<b>29,238</b>	<b>42%</b>	<b>2,569</b>	<b>4%</b>

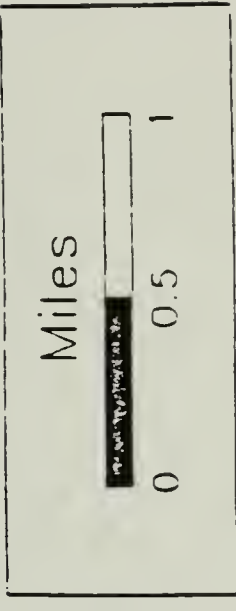
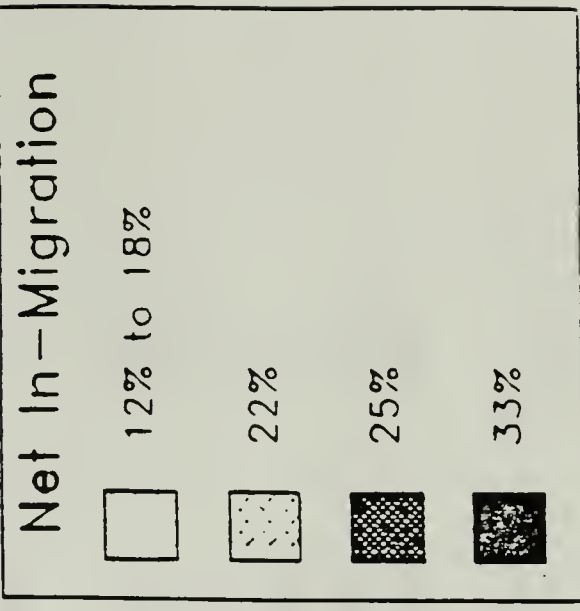
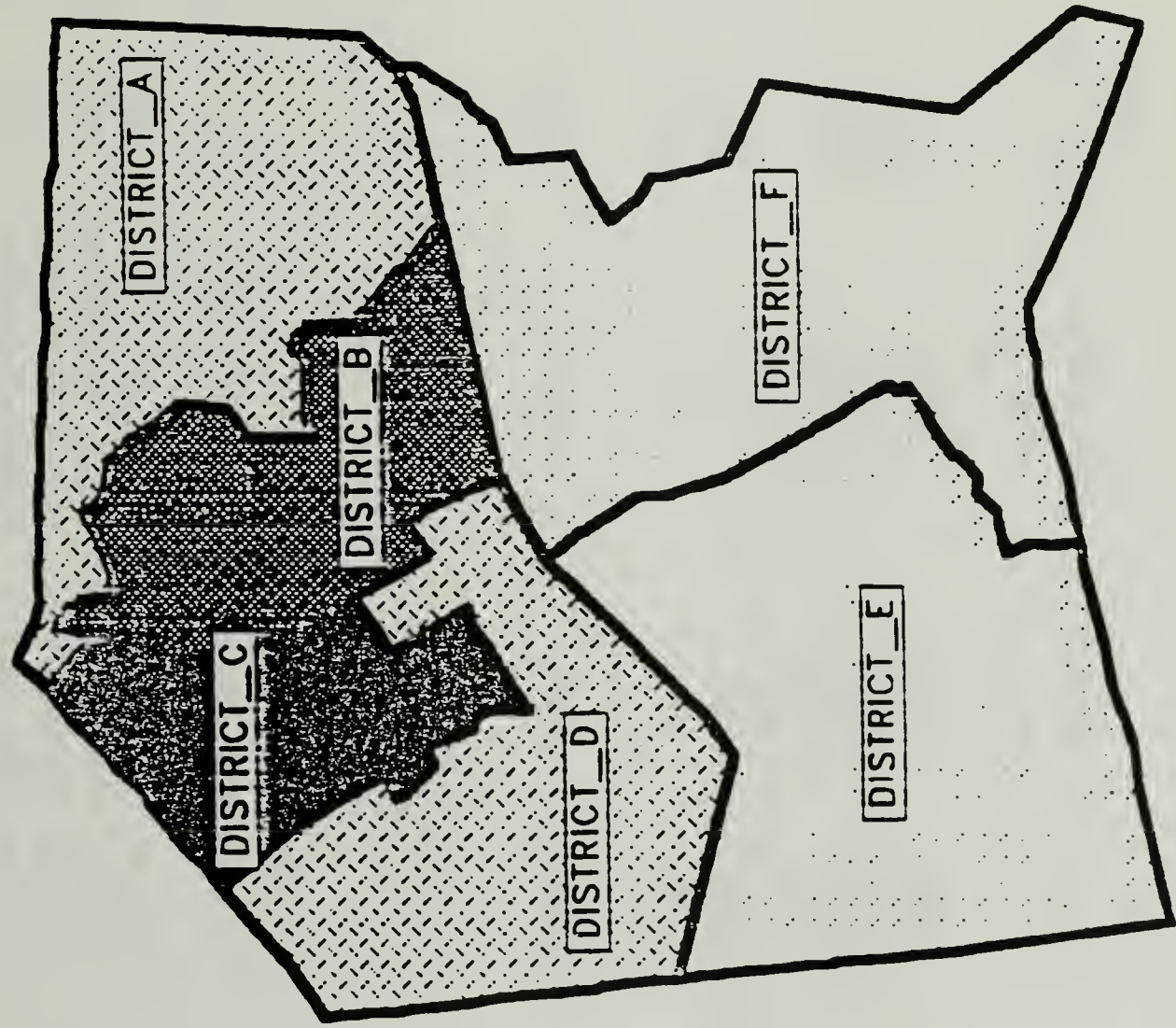
# Percent Hispanic Persons by Voting District

Lawrence, MA



Source: 1990 Census of Population and Housing

# Percent of Population That Moved to Lawrence From Outside the City Between 1985 and 1990



Source: 1990 Census of Population and Housing



Table III.A - Migration Patterns: 1985 to 1990

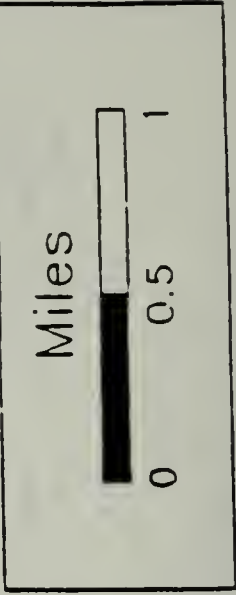
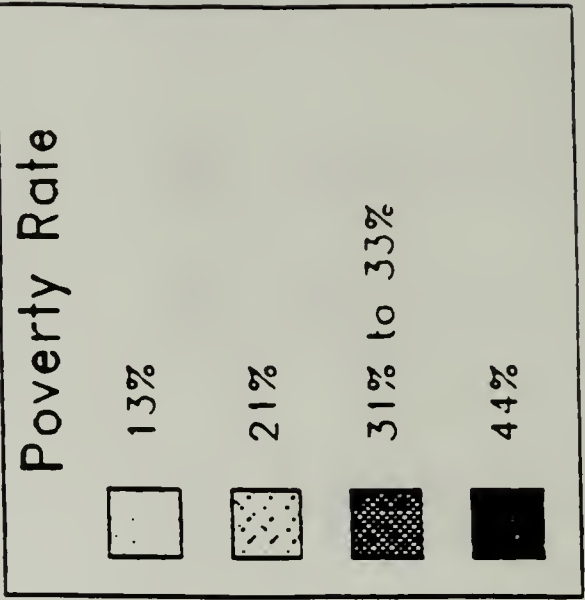
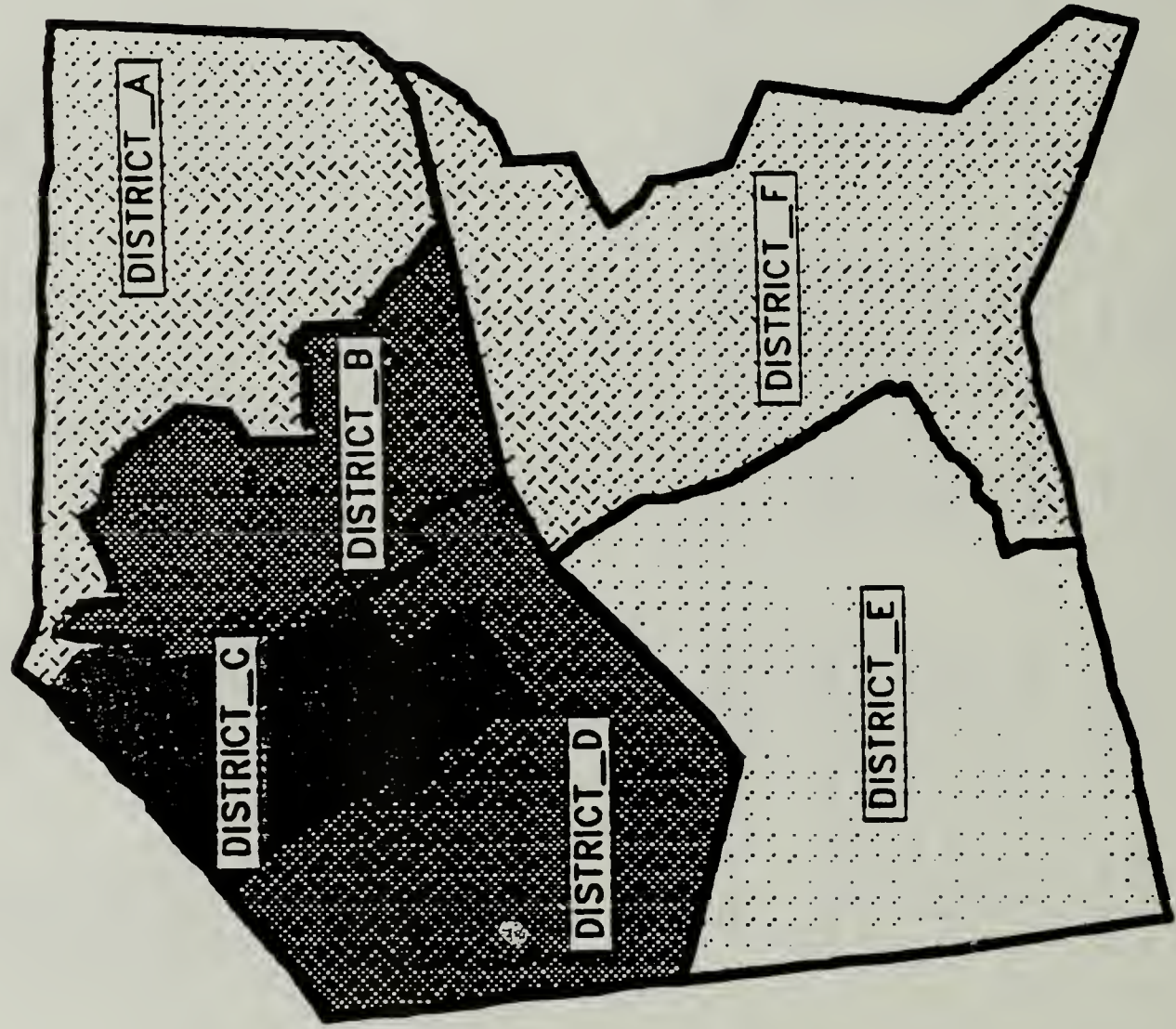
District	Total Population Under 5	Lived in		Percent		Percent	
		Same House Since 1985	Same House	Different House		Out of Lawrence	
				Same City	Same City	Out of Lawrence	Out of Lawrence
A	10,981	4,766	43%	3,814	35%	2,401	22%
B	10,639	4,258	40%	3,755	35%	2,626	25%
C	10,529	3,805	36%	3,294	31%	3,430	33%
D	10,794	4,541	42%	3,920	36%	2,333	22%
E	9,853	5,946	60%	2,695	27%	1,212	12%
F	10,436	5,573	53%	2,946	28%	1,917	18%
Totals	63,232	28,889	46%	20,424	32%	13,919	22%

Table IV - Income and Poverty: 1989

District	Total Population	Total Households	Per-Capita Income	Total Income	Average Household Income	Aggregate Household Income	Persons Living In Poverty	Percent Living In Poverty	Under 18 Living In Poverty	Percent Under 18 In Poverty	Over 64 Living in Poverty	Average Per-Capita Income
A	12,193	4,134	\$11,094	\$135,272,319	\$31,517	\$130,292,979	2,473	21%	1,249	34%	198	15%
B	11,696	4,266	\$6,897	\$80,671,516	\$18,551	\$79,140,433	3,809	33%	1,704	46%	425	21%
C	12,002	3,596	\$6,097	\$73,170,813	\$19,246	\$69,209,338	5,119	44%	2,463	56%	255	31%
D	12,027	3,940	\$9,885	\$118,883,805	\$29,531	\$116,353,099	3,702	31%	1,965	47%	61	6%
E	10,762	4,119	\$13,754	\$148,018,653	\$35,205	\$145,010,038	1,395	13%	633	25%	164	10%
F	11,523	3,995	\$10,950	\$126,180,195	\$30,600	\$122,246,803	2,448	21%	1,308	36%	165	12%
<b>Totals</b>	<b>70,203</b>	<b>24,050</b>	<b>\$9,717</b>	<b>\$682,197,331</b>	<b>\$27,536</b>	<b>\$662,252,690</b>	<b>18,946</b>	<b>28%</b>	<b>9,322</b>	<b>42%</b>	<b>1,268</b>	<b>16%</b>

# Percent Living Below Poverty Level by Voting District

Lawrence, MA



Source: 1990 Census of Population and Housing



**C. Describe any unique characteristics of the student population to be served.**

The student population of the Lawrence Charter School and Family Development Center will be representative of the population currently attending public schools in Lawrence, and most particularly, in North Lawrence.

We expect that the student population will be at least eighty-five percent of Latino Heritage; fifty percent will have been born in the United States with the majority of the remaining students having been born in the Dominican Republic or Puerto Rico. It is further anticipated that more than 75% of all students will live in a home where English is not the first language, and where the per capita income is less than \$7,000 per year. The school will serve children in grades K-3 during the first year and will always service children under age 18. Forty-two percent of all children in Lawrence under age 18 live in poverty. District B (46%) and District C (56%) are the target districts in which to locate the Charter School and from which students will be recruited.

One third of the students will have participated in Headstart or other pre-school readiness programs but at least one third will come from homes where there is limited literacy and reading.

**D. What is the school's anticipated enrollment.**

The Lawrence Charter School and Family Development Center plans to gradually increase its enrollment serving

120 - 176 students in September 1995

150 - 220 students in September 1996 and

180 - 264 students in September 1997.

During the 1997-98 year the Charter School Board will evaluate its programs and the grade level served to assess whether it should continue to expand and be a K-8 school or if it should expand its classroom capacity at its lower grade offering (see Part E-4 below).

**E. What grade levels will be served? How many students are expected to be in each grade or grouping?**

The Lawrence Charter School and Family Development Center will recruit students for grades K-3 in its first year, September 1995. Developing a priority focus for parent involvement requires a foundation for parent development and advocacy training as the underpinning of this school. By recruiting from the youngest level and increasing school capacity as the first cohort of third graders progresses will assure this involvement will continue.

The school anticipates enrollment of two classrooms of each grade level for each of the first three years. Each classroom would ideally house fifteen to twenty students with a maximum of twenty-two students being considered.

The enrollment plan for 1995, 1996, and 1997 is as follows:

Year	Grades	Groupings	Classes	x	students	=	enrollment
Sept 1995	K-3	(4 grades x 2 classes)	8	x	15	=	120
			8	x	22	=	176
Sept 1996	K-4	(5 grades x 2 classes)	10	x	15	=	150
			10	x	22	=	220
Sept 1997	K-5	(6 grades x 2 classes)	12	x	15	=	180
			12	x	22	=	264

During the 1997 - 98 academic year, with two years remaining in the original charter, the Board will conduct an assessment of its mission, programs, and impact on student achievement. One planned outcome will be to determine any future enrollment particularly whether the school should a) remain as it is in 1997 b) continue to progress each year taking the original grade 3 cohort through eighth grade graduation to high school or c) increase the number of classroom groupings of each of the 1997 grades and increase enrollment in that manner. Each of the 3 plans assume successful implementation of the school reform model described in this Charter application and regranting of the Charter in 1999.

Each of the plans would be configured as follows through 2000:

#### PLAN A

Sept 1997	K-5	(6 grades x 2 classes)	12	x	22	=	264
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through Sept 2000

Students would transfer to public, parochial, or other charter school.



## PLAN B

Sept 1998	K-6	(7 grades x 2 classes)	14	x	22	=	308
Sept 1999	K-7	(8 grades x 2 classes)	16	x	22	=	352
Sept 2000	K-8	(9 grades x 2 classes)	18	x	22	=	396

Students completing grade 8 would transition to high school.

## PLAN C

Sept 1998	K-5	(6 grades x 3 classes)	18	x	22	=	396
through Sept 2000							

It is currently the intent of this Charter School to enroll a maximum of 400 students by the year 2000 and maintain that size into the future. Research on school size as a contributing factor toward retention, achievement, parent involvement, and opportunities to develop leadership skills suggests that this enrollment will be more effective in achieving the goals and objectives of the school than increased enrollment. In the future, consideration may be given to extending the Charter to a second or third site in the City, if that is allowed by Charter legislation.

### **5. Recruiting and Marketing Plan:**

**A.) Demonstrate how you will publicize the school to attract a sufficient pool of applicants?**

The Lawrence Youth Commission Parent Mobilization Project has reached over 700 Lawrence parents through linkages with adult education programs, Headstart, and through a neighborhood strategy of home workshops. Using these linkages and through direct mailing, informational brochures will be sent in English and Spanish. Graduates of the Leadership Development Program serve as Board members and volunteers at more than twenty community organizations. This

network will be utilized as well as social clubs and churches to reach the largest percentage of the community.

The Lawrence Youth Commission Family Development Center sponsors "Nuestra Comunidad/Our Community", a Spanish language television program in Lawrence. Hosted by a staff member it brings topics of community concern and shares information regarding community resources and services which improve family and community life. As the only locally produced Spanish language public television program it is a vital information link to the Hispanic community and provides a forum for open discussions of ideas. "Nuestra Comunidad" will offer regular information programs to inform the community of the new Charter School opportunity.

Additionally, the Charter School will utilize the conventional media outlets, radio and newspapers such as the Eagle Tribune, El Mundo, and Universal.

**B) Specifically, what type of outreach will be made to potential students and their families?**

Once the Lawrence Charter School and Family Development Center has received notification that a charter will be granted and plans are complete to secure a building site, the following specific steps will be taken to reach parents of potential students, and students themselves.

- a.) The Lawrence Family Development and Education Fund, Inc. and Parent Applicants will determine a committee to publicize and market the school to recruit students.
- b.) Local, minority owned public relations companies will be given the opportunity to design bilingual posters, brochures, and other marketing material to distribute.

- c.) Posters and brochures will be displayed in all the city's churches and social clubs as well as in neighborhood groceries/bodegas and other gathering places.
- d.) Parent volunteers of the Parent Mobilization Project will invite neighbors, relatives and co-workers to neighborhood meetings in homes to talk about the school, its mission and specific objectives and answer parent questions. This strategy has been the most successful grassroots outreach of the Parent Mobilization Project. The home meetings are easily identified with the PMP, allow for non-intimidating open discussion, and are valued by the community for their integrity.
- e.) "Nuestra Comunidad" will devote one program per month to the Charter School. Copies of these half hour programs can be easily reproduced on video to be used in home VCR's for meetings.
- f.) As soon as the site is available a community open house will be held for information, recruiting and registration.
- g.) Recruiting and registration will also take place at public festivals, notably Semana Hispana during June, 1995.

## **6. Admissions Policy**

**A) Describe the admission methods and standards you will use to select students.**

Admission to the Lawrence Charter School and Family Development Center will be open to all children who are eligible by age and academic standards to enter the public school system in Lawrence, Massachusetts. Although the school will accept students from any community in Massachusetts through the School Choice legislation, preference for all available spots will be given to children living in Lawrence.



Because the school's area of focus is parent involvement the admission standards will include both student interviews and parent interviews. This will determine areas of interest, attitudes about learning methods and subject matter, and ways in which parents could contribute to the operation of the school.

Recognizing that the law does not permit charter schools to randomly favor specific populations of students, but fully recognizing the responsibility to address the language and cultural needs of a community where more than 78% of the students are Hispanic, the marketing and recruiting will focus on this population. The school will offer a strong language program in both Spanish and English - but will be open to admit students from other language backgrounds (notably Lebanese, French, Khmer, Vietnamese and Italian) who wish to acquire both Spanish and English in addition to their home language.

Students being admitted to Kindergarten and Grade 1 will generally be admitted without reference to testing or prior academic grades. Students seeking admission to grades two and three (1995) will be tested for language and reading abilities to assure proper grade placement. Every effort will be made to confer with parents to determine the best interest of the child if testing suggests a different grade placement.

In the event the available places at the school is over-subscribed a variety of criteria may be put in place to fairly select the student body. These could include preference for early enrollees, families with more than one student, children of volunteers who helped found the school and gave time to clean, paint and prepare the building for opening. A lottery procedure may be utilized if necessary. A waiting list would be established and vacancies would be filled from the waiting list.

**B) Explain how these policies further the mission of the school in a non-discriminatory fashion.**

The mission of the school is to involve parents in the education of their children through a variety of roles and responsibilities. The admission policies will include meeting with parents to answer their questions regarding the school but also to assess their interest in and willingness to take on a participatory role in the school. Part of the interview with parents will include a contract specifying the minimum requirements of parent involvement: including participation in twenty hours of training in the Parent Mobilization Project and designated hours in one of the three levels of parent responsibility. These policies are non-discriminatory because they apply to all parents whose children enter the school, and they further the mission of the school.

Placing heavy emphasis on recruiting students from Latino families is not discriminatory as students from all racial groups will be eligible to enroll. However, the policy does address the special need to plan special outreach to a population with less access to information, service, and resources. If a criticism of the Charter School legislation is that it may draw middle class students and those with access to other resources who wish to leave the public schools, then it is incumbent upon us to counteract that possibility in Lawrence through special effort to admit those with the least resources.

## **7. Profile of the Founding Coalition**

**A.) Describe the make-up of the group or partnership that is working together to apply for a charter.**

The founders of the Lawrence Charter School and Family Development Center are members of a partnership coalition which brings together policy makers and key community leaders supporting the initiative of parent members of the Lawrence Youth Commission's Parent Mobilization Project.

The parent applicants are Latino and Anglo parents of school age children in Lawrence who have been actively involved in the quest for school reform through parent involvement for the past four years. One is a former staff member and visionary leader of the Parent Mobilization Project whose personal energies are committed to bringing the voice of the community to the policy table. Other parents are volunteers with the Parent Mobilization Project having served one to four years offering workshops in neighborhood homes to bring the message of parental involvement into kitchens and living rooms across the City. Many are graduates of the Training the Trainers workshops and two have completed the Board Leadership Development Program.

As parents they are committed to access to quality education for their own children. As community activists they are committed to access to quality education for all children. Working in partnership with the Board members of the Lawrence Family Development and Education Fund, Inc. they will partake in all planning to open the school and set the benchmarks for parental involvement.

The Lawrence Family Development and Education Fund, Inc. was incorporated in Massachusetts in 1992 to create a community based fund to support the work of the Lawrence Youth Commission. Its particular focus of interest is family development through education with a singular mission: "strengthening families...building communities."



The Board of Directors include seven members of the Lawrence Youth Commission and fourteen community leaders, policy makers, business executives and parents. Attached is a list of the Board of Directors as of January 1994. Its membership includes parents of Lawrence students, bankers, educators, a newspaper editor, a foundation administrator, business executives, clergy, and public administrators. The members of this Board are visionaries - men and women who, individually and collectively, see beyond what is to what can be.

As visionaries, they cannot accept the status quo when significant numbers of children are not achieving their full academic potential. The Board of Directors of the Lawrence Family Development and Education Fund, Inc. will provide leadership and fiscal oversight to the Charter coalition supporting the plans of parents to offer an education program which will offer and maintain quality performance at every level.

**B. Discuss how the group came together, as well as any affiliation with existing schools, educational programs, businesses, non-profits, or any other entities or groups.**

In 1988 the City of Lawrence established a Youth Commission as the coordinating board to receive and manage public and private grants for innovative youth programs in Lawrence. A seven member board, appointed by the Mayor, has overseen the development of the Commission programs during the past five years. The Commission currently operates a Career Opportunity Center for youth and a Family Development Center for parents and adults focusing on education, leadership, and advocacy training.

The philosophical base of the Family Development Center is the pedagogy of the Parent Mobilization Project. The PMP was developed as a school reform project with the intent of

increasing participation of parents in public education. The project has prepared immigrant and newcomer parents to become more active participants in the education of their children and in education related activities in Lawrence. Workshops, based upon the teachings of Brazilian educator Paulo Freire, call upon the knowledge and experience of adults facilitating group interaction where adults learn from one another. This training has resulted in a network of Latino parents with a strong commitment to education excellence and community empowerment. The parent applicants for this Charter School are long time volunteers with the Parent Mobilization Project.

In 1992 the Lawrence Youth Commission took steps to insure the philosophical and financial security of the Family Development Center and its programs.

The Commission established a separate Board, incorporated in Massachusetts, for the purposes of increasing private funding for Family Development and to provide long term independent community support for social change initiatives aimed at "strengthening families and building communities."

The Lawrence Family Development and Education Fund, Inc. was incorporated in Massachusetts in 1992 held its first annual meeting in January 1993, adding ten board members. The January 1994 annual meeting elected four new members. The current board, as attached, is the maximum

Linkages are to the Lawrence School Committee, the Lawrence City Council, The Lower Merrimack Valley Regional Employment Board, AT&T, KGR, Inc., First Essex, Lawrence Savings, and Andover Banks, Northern Essex Community College, The Archdiocese of Boston Hispanic Youth Leadership Program, as well as local foundations, press, businesses and parents.

These linkages will not only assist the Charter School to raise additional funds but will provide the Charter School with resources of talent and time, legal and banking expertise,

personnel and training skills, forums for public discussion and community input. Each member of the Board, brings a deep personal commitment as well as professional expertise to assist in the oversight and governance of this initiative.

**C) Include any plans for further recruitment of founders or organizers of this school.**

At the present time there are no plans to recruit additional founders or organizers of the school. Once early eligibility has been determined to indicate a charter will be granted, then the parent applicants and the Board of the Lawrence Family Development and Education Fund, Inc. will recruit additional parents to assist in planning for the opening and will secure an ever broader base of community support for the Charter School.



## **BOARD OF DIRECTORS 1994**

Lawrence Family Development and Education Fund, Inc.  
supporting the work of  
Lawrence Youth Commission

**Ralph L. Carrero, President of Board, Greater Lawrence Technical High School**

**Maria del Pilar Quintana, Treasurer of Board, Shawmut Trust Company**

**Joseph Sweeney, Vice President of Board, AT&T Network Systems**

**Ramona Andrickson, Parent, Lawrence Youth Commission Parent Mobilization Project**

**Elizabeth A. Beland, Administrator, Stevens Family Foundations**

**José Cabrera, Assistant Vice President, Andover Bank**

**Ivelisse Cornielle, Parent, Lawrence Youth Commission Parent Mobilization Project**

**Dr. John R. Dimitry, President, Northern Essex Community College**

**Angela Harty, Chairperson, Lawrence Youth Commission**

**John C. Housianitis, Lawrence School Committee**

**Attorney Virginia Keaten, Keaten Law Firm**

**Steven P. Kfoury, President, Lawrence City Council**

**Alice Kubacki, Area Director, Department of Social Services**

**Rev. Joachim Lally CSP, Director Paulist HELP/JCA**

**Paul Miller, President, Lawrence Savings Bank**

**Anthony Sapienza, Co-Chair Mass Jobs Council**

**Chet Sidell, President, KGR, Inc.**

**Julia Silverio, President, Julias Travel Agency**

**Daniel Warner, Editor, The Eagle Tribune**

**Leonard Wilson, President, First Essex Bank**

**Barbara Zeimetz, Deputy Director, Department of Training and Development**

## **8) Timetable**

### **A) Discuss a timetable leading to the opening of a Charter School.**

Following a March 15, 1994 notification of charter eligibility for September 1995, by the Executive Office of Education the founding organizers of the Lawrence Charter School and Family Development Center will meet to assign responsibilities based on need to complete Charter Application Parts II and III,.

The criteria for parts II and III concern both the academic and management of the Charter School. It is the intent of the founders that these criteria be determined in same manner that the school is intended to operate - with strong parent influence. The parent applicants will invite other parent supporters from the Parent Mobilization Project and the community at large to briefing sessions regarding the Charter School and to participate in sub-committees to research all aspects of the charter application which will be, in effect, the School Plan.

These meetings for the Charter Application/School Plan will begin April 4, 1994 with a targeted completion date of October 1, 1994. During that time each of the following committees will be formed, will identify other professionals to lend expertise to the Plan. This will include, where feasible, linkages with the Lawrence Public Schools. The Executive Director of the Lawrence Youth Commission will meet with each group documenting the plan and completing drafts for the remaining Charter Application sections. Draft narratives of the Application Plan will be distributed to Parents and Lawrence Family Development and Education Fund, Inc. board members by July 31, 1994 with opportunities for discussion and revision during August and September.

Committees will specifically address the following areas in determining the plan:

I. Education Program

Curriculum  
Teaching Methods  
Student Performance  
Evaluation  
Special Needs Requirements

II. Legal Responsibilities

Accountability: annual report and financial accounts  
Liability and Insurance  
Regulations, codes of conduct, personnel  
Governance documents including constitution, contracts, bylaws and documents of incorporation

III. Funding

Start up budget for September 1995  
Five year budget projecting income and expenditures  
Capacity to attract additional funding streams

IV. Building and Transportation

School site selection

V. Human Resources

Identification of need based on program  
Standards for all professional and support staff  
hiring process



October 1, 1994, anticipated date to present Charter Application Parts II & III to the Executive Office of Education for review and approval.

October 1, 1994 - December 31, 1994 committees will send for curriculum materials, complete drafts of all advertising for staff and students and have in place all support material as determined through the Application Plan committees.

January 1, 1995 - May 1, 1995, if Parts II & III approved

- A) Complete negotiations for building site, secure loans for renovations if necessary, begin renovation and preparation of site.
- B) Begin marketing campaign and informational sessions in the community as explained in this application (part 5)
- C) Advertise and recruit professional staff

June 1, 1995 - August 15, 1995

- meetings with staff and parents to plan joint "parent-staff" workshops to build a school team
- open house at school for recruiting
- meetings with Lawrence Public Schools to discuss feasibility - Charter School information at Parent Information Center

**B) If preparing for a 1994 Charter:**

The Lawrence Charter School and Family Development Center does not feel it is feasible to open a school in September 1994. A full year or more preparation is essential to open the school with a solid plan in place to meet the goals and objectives set forth in this application.

# Commonwealth of Massachusetts

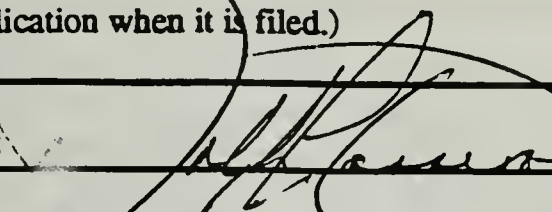
## Executive Office of Education

### Charter School Application

I/We, the undersigned charter school applicant(s), do hereby certify that the information provided herein and filed with the Executive Office of Education on this the Fifteenth day of February (month) of the year 1994, is to the best of my/our knowledge, truthful and accurate. BOARD OF DIRECTORS: LAWRENCE FAMILY DEVELOPMENT AND EDUCATION FUND, INC.

(This signature sheet *must* be attached to the application when it is filed.)

Name: RALPH CARRERO

Signature: 

Date: 2/14/94

Address: 11 MARGIN STREET

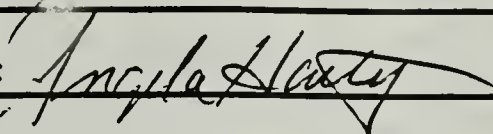
City: LAWRENCE

State: MA

Zip: 01841

Tel: (508) 689-2407

Name: ANGELA HARTY

Signature: 

Date: 2/14/94

Address: 6 JACKSON TERRACE

City: LAWRENCE

State: MA

Zip: 01840

Tel: (508) 682-2351

Name: STEVEN P. KFOURY

Signature: 

Date: 2/14/94

Address: 170E FERRY STREET

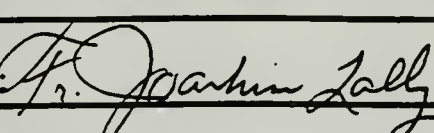
City: LAWRENCE

State: MA

Zip: 01841

Tel: (508) 688-6983

Name: FR. JOACHIM LALLY CSP

Signature: 

Date: 2/11/94

Address: 365 HAVERHILL STREET

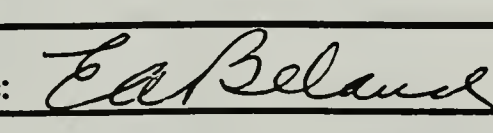
City: LAWRENCE

State: MA

Zip: 01841

Tel: (508) 687-9432

Name: ELIZABETH A. BELAND

Signature: 

Date: 2/14/94

Address: P.O. BOX 111

City: NORTH ANDOVER

State: MA

Zip: 01845

Tel: (508) 688-7211

Name: DANIEL J. WARNER

Signature: 

Date: 2/15/94

Address: BOX 100

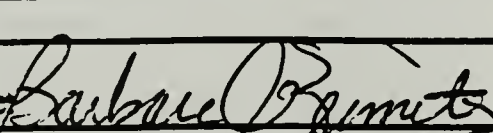
City: LAWRENCE

State: MA

Zip: 01842

Tel: (508) 865-1000

Name: BARBARA A. ZEIMETZ

Signature: 

Date: 2/15/94

Address: 19 BELLEVUE ROAD

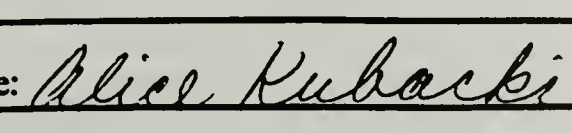
City: ANDOVER

State: MA

Zip: 01810

Tel: (508) 475-5611

Name: ALICE KUBACKI

Signature: 

Date: 2/15/94

Address: 11 LAWRENCE STREET

City: LAWRENCE

State: MA

Zip: 01840

Tel: (508) 685-8384

If more space is required, please attach additional sheets.

Executive Office of Education, One Ashburton Place, Room 1401, Boston, MA, 02108



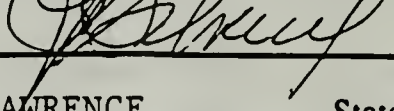
# Commonwealth of Massachusetts

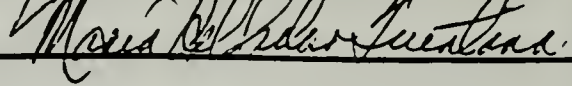
## Executive Office of Education

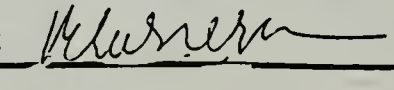
### Charter School Application

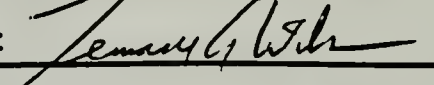
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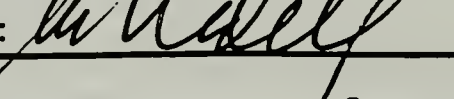
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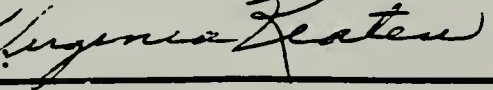
Name: JULIA I. SILVERIO Signature:  Date: 2/15/94  
Address: 67 JACKSON STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 685-0209

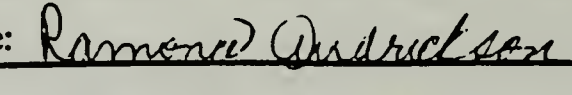
Name: MARIA DEL PILAR QUINTANA Signature:  Date: 2/15/94  
Address: 46 LORENZO CIRCLE City: METHUEN State: MA Zip: 01844  
Tel: (508) 794-0915

Name: JOSE E. CABRERA Signature:  Date: 2/15/94  
Address: 36 BROWN STREET STREET City: METHUEN State: MA Zip: 01844  
Tel: (508) 659-1101

Name: LEONARD A. WILSON Signature:  Date: 2/15/94  
Address: 4 EASTMAN ROAD City: ANDOVER State: MA Zip: 01810-4009  
Tel: (508) 470-2394

Name: CHESTER F. SIDELL Signature:  Date: 2/15/94  
c/o KGR, INC. City: LAWRENCE State: MA Zip: 01841  
Address: 60 ISLAND STREET Tel: (508) 659-1101

Name: VIRGINIA KEATEN Signature:  Date: 2/15/94  
Address: P.O. BOX 5004 City: ANDOVER State: MA Zip: 01810  
Tel: (508) 689-9988

Name: RAMONA ANDRICKSON Signature:  Date: 2/15/94  
Address: 114 PARK STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 685-5203

Name: JOSEPH SWEENEY Signature:  Date: 2/15/94  
Address: 102 DAWES STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 687-7331

If more space is required, please attach additional sheets.

Executive Office of Education, One Ashburton Place, Room 1401, Boston, MA, 02108



# Commonwealth of Massachusetts

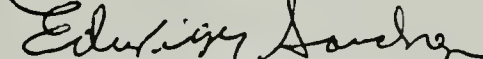
## Executive Office of Education

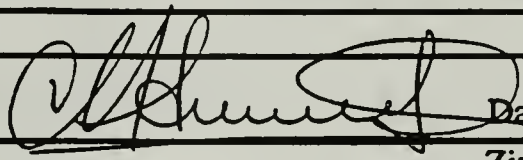
### Charter School Application

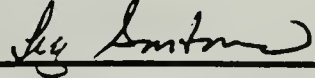
I/We, the undersigned charter school applicant(s), do hereby certify that the information provided herein and filed with the Executive Office of Education on this the Fifteenth day of February (month) of the year 1994, is to the best of my/our knowledge, truthful and accurate.


PARENT APPLICANTS FOR THE CHARTER


(This signature sheet *must* be attached to the application when it is filed.)

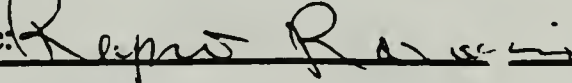
Name: EDUVIGES SANCHEZ Signature:  Date: 2/14/94  
Address: 61 ARLINGTON STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 975-4213

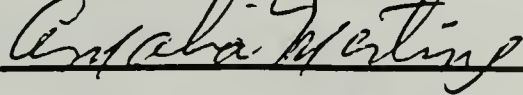
Name: MARCOS DEVERS Signature:  Date: 2/14  
Address: 101 OSGOOD STREET City: LAWRENCE State: MA Zip: 01843  
Tel: (508) 685-5691

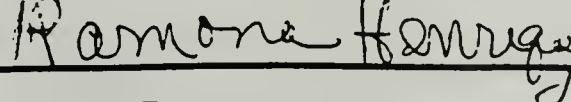
Name: LUZ SANTANA Signature:  Date: 2/14/94  
Address: 44 CHESTNUT STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 975-2708

Name: PETER C. MC LAUGHLIN Signature:  Date: 2/14/94  
Address: 16 GRANT ROAD City: LAWRENCE State: MA Zip: 01843  
Tel: (508) 975-2708

Name: ANA CARRERO Signature:  Date: 2/14/94  
Address: 11 MARGIN STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 689-2407

Name: REYNA ROSARIO Signature:  Date: 2-14-94  
Address: 20 KNOX STREET, APT. 20 City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 689-4635

Name: AMALIA MARTINEZ Signature:  Date: 2/15/94  
Address: 61 SULLIVAN AVENUE City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 685-2433

Name: RAMONA HENRIQUEZ Signature:  Date: 2/15/94  
Address: 63 SULLIVAN AVENUE City: LAWRENCE State: MA Zip: 01843  
Tel: (508) 683-4841

If more space is required, please attach additional sheets.

Executive Office of Education, One Ashburton Place, Room 1401, Boston, MA, 02108

# Commonwealth of Massachusetts

## Executive Office of Education

### Charter School Application

I/We, the undersigned charter school applicant(s), do hereby certify that the information provided herein and filed with the Executive Office of Education on this the Fifteenth day of February (month) of the year 1994, is to the best of my/our knowledge, truthful and accurate.

PARTICIPANTS IN THE LAWRENCE YOUTH COMMISSION PARENT MOBILIZATION PROJECT

(This signature sheet *must* be attached to the application when it is filed.)

Name: John A. Mohnen Signature: [Signature] Date: 2-14-94  
Address: 3370 Salem City: Lawrence State: Ma Zip: 01843  
Tel: \_\_\_\_\_

Name: DOMINIS ALEMANY Signature: [Signature] Date: 2/14/94  
Address: 4 Colby St. City: Lawrence State: MA Zip: 01841  
Tel: \_\_\_\_\_

Name: Alice Albarado Signature: [Signature] Date: 2/14/94  
Address: 4 Colby St. City: Lawrence State: Ma Zip: 01841  
Tel: \_\_\_\_\_

Name: CARLISTA ACEBEDO Signature: [Signature] Date: 2/14/94  
Address: Albion 62 City: Lawrence State: ma Zip: 01841  
Tel: \_\_\_\_\_

Name: DULCE MIER Signature: [Signature] Date: 2-14-94  
Address: 32 Maple City: Law State: MA Zip: 01841  
Tel: \_\_\_\_\_

Name: JULIO MERA Signature: [Signature] Date: 2-14-94  
Address: 440 ESSEX ST. City: Law State: MA Zip: \_\_\_\_\_  
Tel: 687-2560

Name: MARIA V. AZORES Signature: [Signature] Date: 2-14-94  
Address: 1570 South Union City: Lawrence State: MA Zip: 01843  
Tel: \_\_\_\_\_

Name: Candida Rivera Signature: [Signature] Date: 2/14/94  
Address: 60 Pelvin St City: Lawrence State: MA Zip: 01841  
Tel: \_\_\_\_\_

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PARENTS OF THE PARENT MOBILIZATION PROJECT

(This signature sheet *must* be attached to the application when it is filed.)

Name: MARIA I. GUTIERREZ Signature: *Maria I. Gutierrez* Date: \_\_\_\_\_  
Address: 162 MYRTLE STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 682-9248

Name: EDMINORA GONZALEZ Signature: *Edminora Gonzalez* Date: 2/15/94  
Address: 683 ESSEX STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 975-5699

Name: XAVIER TORRES Signature: *Xavier Torres* Date: 2/15/92  
Address: 217 BRUCE STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 794-0352

Name: ICELSA MEJIA Signature: *Icelsa Mejia* Date: 2/15/94  
Address: 5 LINDEN STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 685-2630

Name: YVONNE BAUMANN Signature: *Yvonne Baumann* Date: 2/15/94  
Address: 16 EXCHANGE STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 689-2836

Name: JOSE PEREZ Signature: *Jose Perez* Date: 2/15/94  
Address: 2 ELIZABETH STREET City: LAWRENCE State: MA Zip: 01841  
Tel: ----

Name: HECTOR SANTOS Signature: *Hector Santos* Date: 2/15/94  
Address: 119 PARK STREET City: LAWRENCE State: MA Zip: 01841  
Tel: -----

Name: ZAIRE FIGUEROA Signature: *Zaire Figueroa* Date: 2/15/94  
Address: 70 Sullivan Street City: LAWRENCE State: MA Zip: \_\_\_\_\_  
Tel: \_\_\_\_\_

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Name: Zoraida Moya Signature: Zoraida Moya Date: 2-15-94  
Address: 91 Greenwood City: Lawrence State: MA Zip: 01841  
Tel: 635-3894

Name: Jorgeito Moya Signature: Jorgeito Moya Date: 2-15-94  
Address: 91 Greenwood City: Lawrence State: MA Zip: 01841  
Tel: 01841

Name: Victoria Jose Signature: Victoria Jose Date: 2-15-94  
Address: Moumoutn 4 City: Lawrence State: MA Zip: 01841  
Tel: 01841

Name: Wilberto Jose Signature: Wilberto Jose Date: 2-15-94  
Address: 4 Moumoutn City: Lawrence State: MA Zip: 01841  
Tel: 01841

Name: Altagracia Casado Signature: Altagracia Casado Date: 02-15-94  
Address: 91 Oak City: Lawrence State: MA Zip: 01841  
Tel: 01841

Name: Ana Bello Signature: Ana Bello Date: 02-15-94  
Address: 16 Beacon St. #11 City: Lawrence State: MA Zip: 01841  
Tel: 6893069

Name: Pedro F. Lachon Signature: Pedro F. Lachon Date: 02-15-94  
Address: 31 Brook St. City: Lawrence State: MA Zip: 01841  
Tel: 686-8365

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Tel: \_\_\_\_\_

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(This signature sheet *must* be attached to the application when it is filed.)

Name: Francisco Signature: [Signature] Date: 2-15-94  
Address: 242 HANDEL City: Lawrence State: MA Zip: 01841  
Tel: [Number]

Name: Paulina Baldwin Signature: Paulina Baldwin Date: 2-15-1994  
Address: 59 SALEM ST City: Lawrence State: MA Zip: 01843  
Tel: [Number]

Name: Gladys Cruz Signature: Gladys Cruz Date: 2-15-94  
Address: 74 UNION ST City: Lawrence State: MA Zip: [Number]  
Tel: [Number]

Name: Irys Ponce Signature: Irys Ponce Date: 2-15-94  
Address: 454 Lowell City: Lawrence State: MASS Zip: [Number]  
Tel: [Number]

Name: Elizabeth Signature: Elizabeth Date: 2/15/94  
Address: 62 CHURCH ST City: Lawrence State: MASS Zip: [Number]  
Tel: [Number]

Name: SABINA NANEZ Signature: SABINA NANEZ Date: 2-15-94  
Address: 52 MYRTLE City: Lawrence State: MA Zip: 01841  
Tel: [Number]

Name: Graciela Signature: Graciela Date: 2-15-94  
Address: 155 BROADWAY City: Lawrence State: MA Zip: 01841  
Tel: [Number]

Name: GIRLINA ALBA Signature: GIRLINA ALBA Date: 2-15-94  
Address: 347 WILLOW City: Lawrence State: MA Zip: 01841  
Tel: [Number]

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(This signature sheet *must* be attached to the application when it is filed.)

Name: Fg Indiana Signature: [Signature] Date: 2-15-94  
Address: 313 Campbell City: Lawrence State: MA Zip: 01841  
Tel: 618-211

Name: Rafael Jaime Signature: [Signature] Date: 2-15/94  
Address: 196 Maple St. City: Lawrence State: MA Zip: 01841  
Tel: 618-41

Name: Sixto Jaime Signature: [Signature] Date: 2/15/94  
Address: 1916 Bruce City: Lawrence State: MA Zip: 01841  
Tel: 618-41

Name: FE VARGAS Signature: [Signature] Date: 2-15-94  
Address: 256 Essex St. City: Lawrence State: MASS Zip: 01840  
Tel: 683-7428

Name: Celeste Vargas Signature: [Signature] Date: 2-15-94  
Address: 74 Martin St. City: Lawrence State: MASS Zip: 01841  
Tel: 682-6894

Name: Kenia Alcantara Signature: [Signature] Date: 2/15/94  
Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Tel: \_\_\_\_\_

Name: Delia Mota Signature: [Signature] Date: 2-15-94  
Address: 50 Cedar City: Lawrence State: MASS Zip: 01841  
Tel: 681-9315

Name: Lez L. Lez Signature: [Signature] Date: 2-15-94  
Address: 224 Phillips City: Lawrence State: MA Zip: 01841  
Tel: 618-41

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Name: <u>RAMONA ANDRICKSON</u>	Signature: <u>Ramona Andrickson</u>	Date: <u>2-15-94</u>
Address: <u>114 Park St</u>	City: <u>Lawrence</u>	State: <u>MA</u>
		Zip: <u>(508)</u>
		Tel: <u>01841</u>
		<u>685-5203</u>
Name: <u>Santa Abreu</u>	Signature: <u>Santa Abreu</u>	Date: <u>2-15-94</u>
Address: <u>112 Park St</u>	City: <u>Lawrence</u>	State: <u>MA</u>
		Zip: <u>01841</u>
		Tel: <u>(508) 6863790</u>
Name: <u>Odil Arias</u>	Signature: <u>Odil Arias</u>	Date: <u>2-15-94</u>
Address: <u>44 Melvin St</u>	City: <u>Lawrence</u>	State: <u>MA</u>
		Zip: <u>01841</u>
		Tel: <u>(508) 6858185</u>
Name: <u>Maria Esther <sup>Mueller</sup></u>	Signature: <u>Maria Esther Mueller</u>	Date: <u>2-15-94</u>
Address: <u>18-JACKSON</u>	City: <u>Lawrence</u>	State: <u>MA</u>
		Zip: <u>01841</u>
		Tel: <u>(508) 6872587</u>
Name: <u>JOSEFA MARIA</u>	Signature: <u>Josefa Maria</u>	Date: <u></u>
Address: <u>112 Park St</u>	City: <u>Lawrence</u>	State: <u>MA</u>
		Zip: <u>01841</u>
		Tel: <u>508-6863790</u>
Name: <u>RAFAEL Abreu</u>	Signature: <u>Rafael Abreu</u>	Date: <u></u>
Address: <u>112 Park St</u>	City: <u>Lawrence</u>	State: <u>MA</u>
		Zip: <u>01841</u>
		Tel: <u>(508) 6863790</u>
Name: <u>Leonor T Sanchez</u>	Signature: <u>Leonor T Sanchez</u>	Date: <u>2/15/94</u>
Address: <u>66 Thornton St</u>	City: <u>Lawrence</u>	State: <u>MA</u>
		Zip: <u>01841</u>
		Tel: <u>689-3127</u>
Name: <u></u>	Signature: <u></u>	Date: <u>-</u>
Address: <u></u>	City: <u></u>	State: <u></u>
		Zip: <u></u>
		Tel: <u></u>

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(This signature sheet *must* be attached to the application when it is filed.)

Name: Edete Gonzalez Signature: [Signature] Date: 2-15-94  
Address: 10 Jackson Terrace City: Lawrence State: MASS Zip: 01840  
Tel: 01840

Name: ANNA Maldonado Signature: [Signature] Date: 2-15-94  
Address: 22 Cambridge City: South Law State: MA Zip: 01843  
Tel: 01843

Name: Samuel Meran Signature: [Signature] Date: 2-15-94  
Address: 22 Cambridge City: Lawrence State: ma. Zip: 01843  
Tel: 01843

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Tel: \_\_\_\_\_

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Tel: \_\_\_\_\_

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Tel: \_\_\_\_\_

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Tel: \_\_\_\_\_

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Tel: \_\_\_\_\_

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Name: Rosa Maria Almonte Signature: Rosa Maria Almonte Date: 2/15/94  
Address: 458 Lowell st City: Lawrence State: MA Zip: 01841  
Tel:

Name: Bernardo Leste Signature: Bernardo Leste Date: 2/15/94  
Address: 237 Jackson st City: Lawrence State: MA Zip: 01841  
Tel:

Name: Louder Aris Signature: Louder Aris Date: 11/15/94  
Address: 32 Hall st City: Lawrence State: MA Zip: 01841  
Tel:

Name: Alberto Leste Signature: Alberto Leste Date: 2/15/94  
Address: 456 Lowell st City: Lawrence State: MA Zip: 01841  
Tel:

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Tel: \_\_\_\_\_

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Tel: \_\_\_\_\_

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Tel: \_\_\_\_\_

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Address: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
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PARENTS OF THE PARENT MOBILIZATION PROJECT

(This signature sheet *must* be attached to the application when it is filed.)

Name: MARIA I. GUTIERREZ Signature: *Maria I. Gutierrez* Date: \_\_\_\_\_  
Address: 162 MYRTLE STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 682-9248

Name: EDMINORA GONZALEZ Signature: *Edminora Gonzalez* Date: 2/15/94  
Address: 683 ESSEX STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 975-5699

Name: XAVIER TORRES Signature: *Xavier Torres* Date: 2/15/92  
Address: 217 BRUCE STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 794-0352

Name: ICELSA MEJIA Signature: *ICELSA MEJIA* Date: 2/15/94  
Address: 5 LINDEN STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 685-2630

Name: YVONNE BAUMANN Signature: *Yvonne Baumann* Date: 2/15/94  
Address: 16 EXCHANGE STREET City: LAWRENCE State: MA Zip: 01841  
Tel: (508) 689-2836

Name: JOSE PEREZ Signature: *Jose Perez* Date: 2/15/94  
Address: 2 ELIZABETH STREET City: LAWRENCE State: MA Zip: 01841  
Tel: ----

Name: HECTOR SANTOS Signature: *Hector Santos* Date: 2/15/94  
Address: 119 PARK STREET City: LAWRENCE State: MA Zip: 01841  
Tel: -----

Name: ZAIRE FIGUEROA Signature: *Zaire Figueroa* Date: 2/15/94  
Address: 70 Sullivan Street City: LAWRENCE State: MA Zip: \_\_\_\_\_  
Tel: \_\_\_\_\_

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Name: <u>Carmen Gonzalez</u>	Signature: <u>Carmen Gonzalez</u>	Date: <u>2/15/94</u>
Address: <u>4 Butler St. #1</u>	City: <u>Lawrence</u> State: <u>Ma.</u>	Zip: <u>01841</u> Tel: <u>01841</u>
Name: <u>Joselia Faria</u>	Signature: <u>Joselia Faria</u>	Date: <u>2-15-94</u>
Address: <u>105 Hawthill St</u>	City: <u>Law.</u> State: <u>Ma.</u>	Zip: <u>01841</u> Tel: <u>01841</u>
Name: <u>Milka Rivera</u>	Signature: <u>Milka Rivera</u>	Date: <u>2-15-94</u>
Address: <u>56 E. Hawthill</u>	City: <u>Lawrence</u> State: <u>Ma</u>	Zip: <u>01841</u> Tel: <u>01841</u>
Name: <u>ERILIA DELARRO</u>	Signature: <u>ERILIA DELARRO</u>	Date: <u>2-15-94</u>
Address: <u>20 W. CARE ST</u>	City: <u>LAWRENCE</u> State: <u>MA</u>	Zip: <u>01841</u> Tel: <u>01841</u>
Name: <u>Maria Rodriguez</u>	Signature: <u>Maria Rodriguez</u>	Date: <u>2-15-94</u>
Address: <u>411 High St.</u>	City: <u>Law.</u> State: <u>MA</u>	Zip: <u>01841</u> Tel: <u>975-3835</u>
Name: <u>Edgema Pineda</u>	Signature: <u>Edgema Pineda</u>	Date: <u>2-15-94</u>
Address: <u>91 Greenwood St</u>	City: <u>Lawrence</u> State: <u>ma</u>	Zip: <u>01841</u> Tel: <u>01841</u>
Name: <u>Rafael Pineda</u>	Signature: <u>Rafael Pineda</u>	Date: <u>2-15-94</u>
Address: <u>91 Greenwood St</u>	City: <u>Lawrence</u> State: <u>ma.</u>	Zip: <u>01841</u> Tel: <u>01841</u>
Name: <u>Rodry Cabrera</u>	Signature: <u>Rodry Cabrera</u>	Date: <u>2-15-94</u>
Address: <u>165 Water</u>	City: <u>Lawrence</u> State: <u>Ma</u>	Zip: <u>01841</u> Tel: <u>01841</u>

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Name:	Signature:	Date:
Address:	City:	State:
Zip:	Tel:	
Name:	Signature:	Date:
Address:	City:	State:
Zip:	Tel:	
Name: Dayan Cruz	Signature: Dayan Cruz	Date: 2-15-94
Address: 35 E. Hawthill St	City: Lawrence	State: MA
Zip: 01841	Tel:	
Name: Laura Ortiz	Signature: Laura Ortiz	Date: 2-15-94
Address: 20 Saratoga	City: Law.	State: Mass
Zip: 01841	Tel: 682-0354	
Name: Rosa Gonzalez	Signature: Rosa	Date: 2-15-94
Address: 63 Tenny St	City: Lawrence	State: MA
Zip: 01841	Tel: 686-9421	
Name: Gladys Pagan	Signature: Gladys Pagan	Date: 2-15-94
Address: 10 F Tenney	City: Lawrence	State: MA
Zip: 01841	Tel:	
Name: ALTASIRIA Cruz	Signature: ALTASIRIA Cruz	Date: 2-15-94
Address: 110 Essex St	City: Lawrence	State: MA
Zip: 01841	Tel:	
Name: Juana Cabrera	Signature: Juana Cabrera	Date: 2-15-94
Address: 165 Water	City: Lawrence	State: Mass
Zip: 01841	Tel: 688-1145	

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February 15, 1994

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
One Ashburton Place  
Boston, MA 02108

Dear Dr. Robertson:

As a lifelong resident of the City of Lawrence, I am pleased to support the application from the Lawrence Family Development Fund, Inc., to seek eligibility for a charter to establish the Lawrence Charter School and Family Development Center in the City of Lawrence, Mass, to open in September of 1995.

I have served as a member of the Lawrence Youth Commission over the past three years, and I have marveled at the amount of work the commission has done to strengthen the family unit. In such a diverse community as Lawrence, this has been no easy task. Great strides have been made in educating and training our minority population in how to strengthen the family unit and to take responsible positions in the community. I am confident the City of Lawrence will see the benefit of these programs in the near future.

The establishment of a Charter School under the auspices of the Lawrence Family Development and Education Fund, Inc., will provide a first rate school delivering high quality programs that will benefit the school age children of Lawrence. The involvement of the parents, which has been clearly demonstrated, is an important factor in the education of their children.

As a member of the corporate community of Greater Lawrence, AT&T has begun playing an important part in supporting education in the City of Lawrence. In May of 1990 AT&T adopted the 1500 student Lawrence High School. AT&T had a representative on the committee to reorganize the high school from the traditional structure to a new "house" structure. The AT&T representative appeared before the school committee and city council to publicly support the change which we felt would greatly benefit the high school students.

A mentoring program was initiated and twenty-seven "at risk" students were teamed with twenty-seven AT&T employees. That program has been very successful for the past two and a half years. AT&T has supported day long faculty

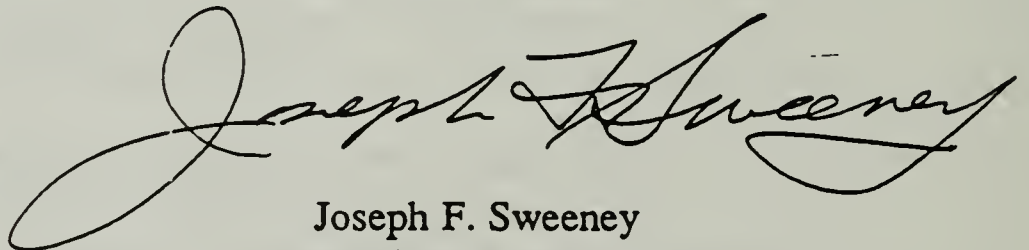
training for the Lawrence High School teachers to acquaint them with the changing teaching techniques in the classrooms.

For the past two years AT&T has teamed up with the Action for Education program in the Lawrence School System. Eighty AT&T volunteers leave work every other week and are transported to four Lawrence grammar schools to work with the kindergarten students and their parents using the "Wings" program as a learning tool. That program has been very successful and very satisfying to all involved.

I am confident that the business and industrial community of Lawrence will be very supportive of the Charter School.

I am hopeful that you will look favorably on the Charter School application from the Lawrence Charter School and Family Development Center.

Very truly yours,

A handwritten signature in cursive script, reading "Joseph F. Sweeney". The signature is fluid and elegant, with a large initial "J" and a long, sweeping underline.

Joseph F. Sweeney  
Public Relations Manager

ABBOT AND DOROTHY H. STEVENS FOUNDATION  
NATHANIEL AND ELIZABETH P. STEVENS FOUNDATION  
P.O. Box 111  
NORTH ANDOVER, MASSACHUSETTS 01845

February 11, 1994

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
One Ashburton Place  
Boston, MA 02108

Dear Dr. Robertson:

As a person who went through the Lawrence Public School system many years ago, and one who has been disappointed in the quality of education in recent years, I write to voice my strong support of the Application from the Lawrence Family Development and Education Fund, Inc. to establish the Lawrence Charter School and Family Development Center in Lawrence, Massachusetts.

We have all heard 'if it isn't broken, don't fix it'. Well, it may not be broken, but our school system certainly need some 'fixing'. Our children are not getting the education they deserve. Over-crowded classrooms; high drop out rate; no incentives to excel; language barriers, etc. all contribute to the lack of interest among students today. Somewhere along the way, the goal for excellence in education has disappeared in many classrooms. Mediocrity should not be accepted as normal. Children need to feel important in a classroom - they need the same special attention and the comfort of learning that they experienced when they were being taught their first words at home.

A Charter School, with teachers and parents working together, can bring back what is missing in many public schools today. Parental involvement will be a key component in the skill development curriculum offered to Charter School students. That involvement, combined with the teachers' new, innovative methods of classroom instruction, will result in classrooms of enthusiastic children, teachers and parents. We need to get back to the basics of teaching our children, while showing them that learning can be fun.

Lawrence, Massachusetts, is a high minority city, and it is vital to reach out to the parents to include them in the planning and execution of programs for their children. Many cities have forgotten to put out a welcome mat for the newcomers. We must remember to do that if we are going to succeed in our quest for the finest possible education for Charter School students. In addition, parents must be offered workshops on varied issues, i.e.,



ABBOT AND DOROTHY H. STEVENS FOUNDATION  
NATHANIEL AND ELIZABETH P. STEVENS FOUNDATION  
P.O. Box 111  
NORTH ANDOVER, MASSACHUSETTS 01845

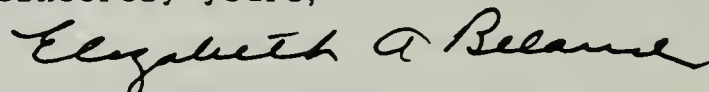
Page Two

ESL and family literacy; alcohol and substance abuse prevention; health counseling; linkages to job training, etc. A successful Charter School can be teaching two generations at the same time.

The positive results of a Charter School would be numerous - - motivated teachers experimenting in their educational laboratories; involved parents who, while learning themselves, will have a say in the quality of education for their children; and, finally, students who will benefit from both of the above, while being better prepared to enter adulthood. Children must be taught in such a way that they want to learn and they want to excel.

I hope careful consideration will be given to the application from Lawrence Family Development and Education Fund, Inc. We know what needs to be done to create a successful Charter School in Lawrence, and we would like the opportunity to prove it.

Sincerely yours,



Elizabeth A. Beland  
Administrator

# The Eagle-Tribune

The Eagle-Tribune

Sunday Eagle-Tribune

February 14, 1994

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
Executive Office of Education  
One Ashburton Place  
Boston, Ma. 02108

Dear Dr. Robertson:

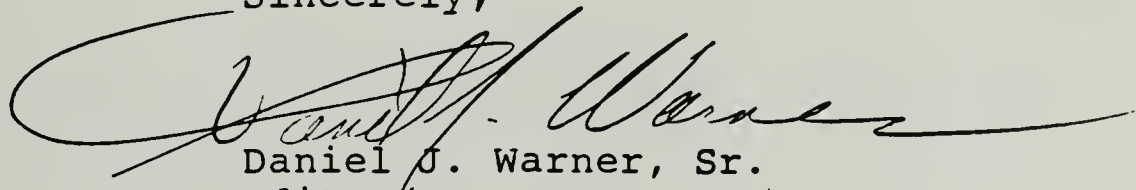
As a member of the Board of Directors of the Lawrence Family Development and Education Fund, Inc., I would like to wholeheartedly endorse the Fund's Charter School Application.

My experience as an observer of community life and Lawrence needs in particular over the past 21 years convinces me daily that development of family life is the single best hope for solving this city's social ills and providing a viable future for its children.

A school that involves the entire family in the educational process clearly meets this objective.

I hope you will give it every consideration.

Sincerely,



Daniel J. Warner, Sr.  
Editor

DJW/lah

*Pulitzer Prize Winner*

Box One Hundred    Lawrence, MA 01842    Telephone (508) 685-1000  
Advertising FAX (508) 685-1588    Newsroom FAX (508) 687-6045

# Department of Training and Development

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237 Essex Street  
Lawrence, MA 01840  
(508) 683-4202  
(508) 683-9963  
Fax (508) 794-1901

BZ-94-42D13/P2

February 11, 1994

Ms. Piedad F. Robertson  
Secretary of Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

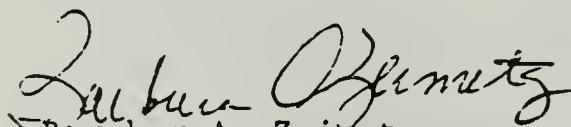
Dear Secretary Robertson:

As a board member of the Lawrence Family Development and Education Fund and Deputy Director of the Department of Training and Development (DTD), I strongly support the Charter School proposal being submitted by the Lawrence Youth Commission and the Lawrence Family Development Center.

I have been involved in developing and implementing alternative education programming for over 15 years for youth and adults. Programs which provide options for parental involvement have continually proven to have an immense impact on the academic success of children and parents.

It is very exciting that the Commonwealth is supporting innovative approaches to education. Please let me know if I can be of any further assistance as you commence your review process.

Sincerely,



Barabar A. Zeimet  
Deputy Director

BAZ/bm

cc: Patricia Karl, Executive Director  
Ralph Carrero



# Lower Merrimack Valley Regional Employment Board

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237 Essex Street  
Lawrence, MA 01840  
Tel. (508) 683-9963  
(508) 682-7099  
Fax (508) 794-1901

BZ9442D13/P1

February 11, 1994

Ms. Piedad F. Robertson  
Secretary of Education  
One Ashburton Place, Room 1401  
Boston, MA 02108

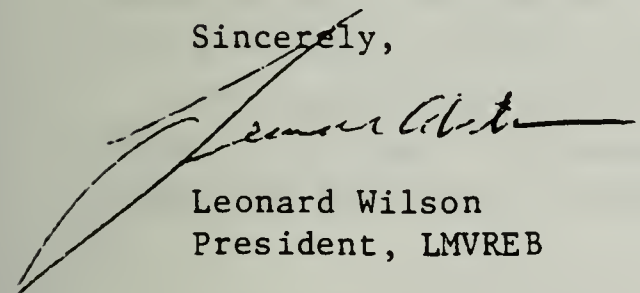
Dear Secretary Robertson:

The Lower Merrimack Valley Regional Employment Board (LMVREB) is pleased to support the Lawrence Youth Commission and Lawrence Family Development Center in its application for early designation as a Charter School through the Education Reform Act.

The LMVREB currently funds a number of alternative education initiatives throughout the valley. As both President of the LMVREB and an employer it is essential that innovative approaches such as those contained in the Lawrence Charter School and Family Development Center proposal be developed if we are to insure the academic and economic vitality of our state and region in the future.

Please let me know if I can provide any additional assistance or information.

Sincerely,



Leonard Wilson  
President, LMVREB

LW/lf

cc: Patricia Karl, Executive Director  
Peter Vanier, Director  
Barbara Zeimetz, Deputy Director

# Lower Merrimack Valley Regional Employment Board

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February 11, 1994

Dr. Piedad F. Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
Executive Office of Education  
One Ashburton Place  
Boston, MA 02108

237 Essex Street  
Lawrence, MA 01840  
Tel. (508) 683-9961  
(508) 682-7095  
Fax (508) 794-1901

Dear Secretary Robertson:

I am pleased to write in support of the application from the Lawrence Family Development and Education Fund, Inc. to seek eligibility for a charter to establish the Lawrence Charter School and Family Development Center in Lawrence, Massachusetts to open in September, 1995.

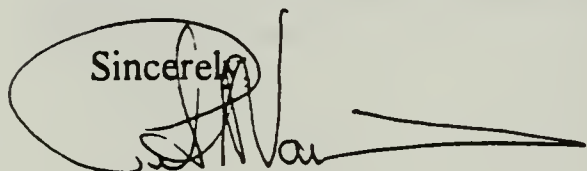
Its mission states that strong families, working in partnership with the school as advocates for academic achievement, will create an environment where every child has the opportunity to acquire the skills and habits of mind that foster life-long learning, citizen participation and personal fulfillment. All children will have access to high quality and developmentally appropriate programs that establish a foundation for learning which in turn will strengthen families.

This plan is of particular interest to the Regional Employment Board because it incorporates family literacy and Job Training services into the overall service strategy. Early intervention into the educational lives of our children with a family focused curriculum emphasizing maximum parental involvement is an approach which the REB supports.

By granting a Charter for this innovative program you will be stimulating a genuine community-based movement driven by the passions and dreams of parents who only want the very best for their children. The character and goals of our young people are shaped very early in life and they are heavily affected by adult expectations. I ask you to give this idea a chance. We must welcome this reform and convey our belief that this charter school will exceed everyone's expectation.

Your consideration of this application is appreciated.

Sincerely,



Peter A. Vanier  
Director

cc: Leonard A. Wilson, LMVREB President

44 Chestnut Street  
Lawrence, MA 01841

February 14, 1994

Dr. Piedad Robertson  
Secretary of Education  
The Commonwealth of Massachusetts  
Executive Office of Education  
One Ashburton Place  
Boston, MA 02108

Dear Dr. Robertson,

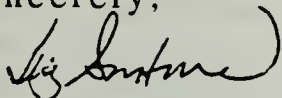
As a parent of a child in the Lawrence Public School system, I am a supporter of the proposal for a Charter School to be submitted by the Family Development Center.

I got very excited when I was asked about providing ideas, along with other parents, for this project. As a parent I am aware of the needs of children and parents in the City of Lawrence; we need accountability and quality education. A Charter school will be the perfect vehicle to give children and parents in the City the services they deserve. I also believe that the Charter School will provide parents with a frame of reference to advocate for quality education .

As a former employee of the Parent Mobilization Project, I am aware of the commitment to reach and engage parents of the Family Development Center. I believe that the Center is the only one in the City providing parents with opportunities for growth and real participation in the decision making processes. They have been building capability in Lawrence's parents to advocate, organize, and share their skills with each other by training them as facilitators through the Parent Mobilization Project Curriculum. The result of this has been more parents concerned and involved in their children's education. At the Center the priority has always been to address parents and youth needs. With the creation of the Charter School an important ingredient will be added by having parents working in partnership with teachers.

I believe that the model proposed by the Family Development Center will strengthen our families in the City and will provide an outlook for what quality and accountable education should be about.

Sincerely,



Luz Santana





COMMONWEALTH OF MASSACHUSETTS  
MASSACHUSETTS SENATE  
STATE HOUSE BOSTON 02133-1053

SENATOR JOHN D. O'BRIEN

SECOND ESSEX AND  
MIDDLESEX DISTRICT

ROOM 520

TEL (617) 722-1612

LOCAL PHONE (508) 475-8478

COMMITTEES

COUNTIES

(CHAIRMAN)

CRIMINAL JUSTICE

LOCAL AFFAIRS

PUBLIC SERVICE

February 14, 1994

Pat Karl, Executive Director  
Lawrence Youth Commission  
Family Development Center  
237 Essex Street  
Lawrence, MA 01840

Dear Ms. Karl:

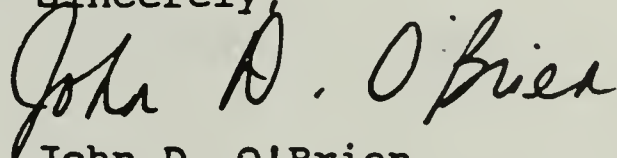
It is with great pleasure that I write this letter of support for the Lawrence Charter School and Family Development Center to open as one of twenty-five public charters under the Education Reform Act of 1993. This comprehensive initiative would provide a foundation for learning in the primary grades, as well as leadership opportunities for the future of Lawrence, it's children. The goal of the Lawrence Charter School and Family Development Center is to ameliorate the lack of commitment in Lawrence to effect community change by promoting strong families.

The designers of this project firmly believe that investment in the family is the surest route to rebuilding societal structures depleted or destroyed by poverty, racism, educational and economic disinvestment. Toward that end, the Lawrence Youth Commission Family Development Center has initiated the "Parent Mobilization Project" where parents are trained to recognize their own self-worth and the skills they can pass along to their children. This project has offered workshops throughout the North Lawrence neighborhoods with the results being a model for educating poor families. The "Leadership Development Program" trains Latino adults to serve as board members to the various agencies that serve the community of Lawrence thereby providing the Latino community effective advocates.

Through their "Early Awareness Program" and the "City CORE" program they have developed peer leaders to act as role models for younger children and have taught the value of providing community service by allowing participants to design and implement their own community service projects. They also offer an academic component including GED preparation, English as a Second Language classes and tutoring. By integrating family, school, and community the Lawrence Charter School and Development Center believes it can strengthen the foundation of all three components and increase the

academic achievement of children. It is my pleasure to endorse such a creative initiative from such a dedicated group. My office has been fortunate to work with the dedicated men and women of the Lawrence Youth Commission and their efforts in other areas have improved the quality of life for countless citizens of the greater Lawrence area. If I can be of any further assistance, please do not hesitate to contact me.

Sincerely,

A handwritten signature in dark ink, reading "John D. O'Brien". The signature is written in a cursive style with a large, prominent "J" and "O".

John D. O'Brien  
State Senator  
Second Essex and  
Middlesex District

JOB:mm1

*Office of the Mayor, City of Lawrence, Massachusetts*



*Mary Claire Kennedy*  
MAYOR

February 10, 1994

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
One Ashburton Place  
Boston, MA 02108

Dear Dr. Robertson:

I am pleased to write in support of the application from the Lawrence Family Development and Education Fund, Inc. to seek eligibility for a charter to establish the Lawrence Charter School and Family Development Center in Lawrence, Massachusetts to open in September, 1995.

I believe Lawrence is a city which can benefit greatly by having several charter schools in our system of public education. Charter schools will give children access to high quality and developmentally appropriate programs that establish a positive attitude and atmosphere for learning.

It is extremely important, given the many social and economic problems particular to Lawrence, that we be able to implement innovative programs that will encourage parent involvement in our schools and that will also complement other policy initiatives such as welfare reform.

Thank you so much for your consideration of this application and for being so responsive to the needs of Lawrence.

Sincerely,

*Mary Claire Kennedy*

Mary Claire Kennedy  
Mayor





**St. Elizabeth Ann Seton Asian Community**

P.O. Box 1076  
412 Hampshire Street  
Lawrence, Ma. 01842  
Tel. 683-7316

February 15. 1994

Dr. Piedad Robertson  
Executive Secretary of Education  
1 Ashburton Place  
Boston, Ma. 02108

Dear Dr. Robertson:

I am writing this letter in support of a project entitled: THE LAWRENCE CHARTER SCHOOL AND FAMILY DEVELOPMENT CENTER.

This proposal created and designed by Mrs. Patricia Karl focuses on Family Development in support of Education.

In a city where the very fabric of the family structure is being seriously undermined by poverty, child abuse, drug abuse and all forms of violence, it is critical that special effort be made to strengthen the family as a foundation of learning.

Some of the main features of the proposal include acquiring a site in No. Lawrence to house children, in small classes, from Grades K to 4.

It will be a requirement for parents to participate in the total program, Also, the Board of Directors will be comprised of parents working and planning for their children.

I have known and worked with Patricia Karl for many years. As a leader in Community creating and organizing viable possibilities and making them work, in spite of major obstacles and difficulties, I can testify to her superior intelligence, integrity, compassion and perseverance.

Today, in our City of Lawrence, the words of Margaret Mead are very applicable, "The solution of adult problems tomorrow depends in large measure upon the way our children grow up today. There is no greater insight into the future than recognizing when we save our children, we save ourselves."

Dr. Robertson, I humbly request that you give serious consideration to this proposal, so that something very positive will happen in our city for our children and parents.

Sincerely yours,

*Sister Helen O'Leary*  
Sister Helen O,Leary

Director

KGR INC.  
60 ISLAND STREET  
P.O. BOX 373  
LAWRENCE, MASS. 01842  
TEL: (508) 683-5999  
FAX (508) 686-2335

February 15, 1994

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
One Ashburton Place  
Boston, Massachusetts 02108

Dear Dr. Robertson:

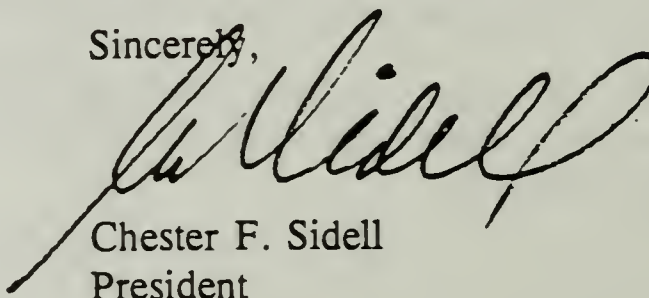
I am very happy to write a letter in support of the Lawrence Family Development and Education Fund, Inc's application to establish a Charter School in Lawrence, Massachusetts.

As a businessman in Lawrence, I heartily endorse the concept of a Charter School which would encourage parent involvement and family development training. Innovative educational programs such as this one could provide students and parents alike with a comprehensive education, not merely an academic one.

It has been my experience that parental involvement is a critical success factor for students, particularly those who are non-native English speaking. Through my involvement with other innovative programs in the Lawrence Schools like PALS (Phillips Academy/Leonard School), I have learned that getting parents involved in the education of their children enhances the students' experiences tremendously.

I would be very proud to support an innovative program such as this in Lawrence, and I am confident that the Lawrence Family Development and Education Fund, Inc. has the experience and commitment to establish a model Charter School.

Sincerely,



Chester F. Sidell  
President

CFS/bg

*M. Paul Iannuccillo*  
*162 Jackson Street*  
*Lawrence, MA 01841*

February 14, 1994

Dr. Piedad Robertson  
Executive Secretary of Education  
One Ashburton Place  
Boston, MA 02108

Dear Secretary Robertson:

It gives me great pleasure to write in support of the application from the Lawrence Family Development Center & Education Fund, Inc. to establish a Charter School in Lawrence.

As a member of the Lawrence City Council, District B, and the Representative nominee to the Massachusetts Legislature from North Lawrence, I am fully aware of the need for high quality education programs demanding excellence from students and staff and finding the avenue to reach parents of every child on behalf of their education.

The application for the Lawrence Charter School and Family Development Center will allow this model based on parent training to strengthen family life as the foundation for improving education in this community.

I have witnessed the very positive programs offered by the Lawrence Youth Commission, and their strong capacity to bring together diverse groups on behalf of youth progress in the City of Lawrence.

I hope every consideration will be given to this application and look forward to working with the Charter Board in the coming years.

Sincerely,

A handwritten signature in dark ink, appearing to read 'M. Paul Iannuccillo', with a stylized, flowing script.

M. Paul Iannuccillo



Peter C. Mc Laughlin  
Member, Lawrence School Committee  
16 Grant Road  
Lawrence, MA 01843

Dr. Piedad Robinson  
Secretary of Education  
Commonwealth of Massachusetts  
1 Ashburton Place  
Boston, MA 02108

2/11/94

Dear Dr. Robinson,

I write this letter today to express my full and enthusiastic support for the Lawrence Youth Commission's effort to develop a Charter School. This organization's commitment to education, parental empowerment, and quality programming make it the logical choice for this important effort.

The Youth Commission has built a partnership that will foster lifelong learning, citizen participation, personal empowerment, and strong parental involvement. I believe this partnership will design and implement a Charter School that will be a model for other diverse communities across the Commonwealth.

The Youth Commission is in the forefront in Lawrence in the areas of leadership training and parental involvement in education. Their programs have provided valuable insight into the problems facing our communities' parents. Through their efforts, many parents become more involved in their child's education. The experience, skills, and commitment these parents bring into our school buildings everyday has been just one positive result of the Youth Commission's many programs.

As an outspoken member of the Lawrence School Committee, I have seen first hand the impact of the Youth Commission's advocacy in support of education in the City of Lawrence. I am excited by the opportunity to work with this well run, professional organization in the creation, implementation, and administration of a quality Charter School. If true education reform is to come to the City of Lawrence, it must be in partnership with professional agencies, like the Lawrence Youth Commission, that are deeply committed to our diverse community. I sincerely support the Youth Commission's efforts with regard to the Charter School program.

Professionally Yours,



Peter C. Mc Laughlin  
Member, Lawrence School Committee

Richard A. Lawrence  
97 Byron Avenue  
Lawrence, MA 01841.

Dr. Piedad Robertson  
Executive Secretary of Education  
1 Ashburton Place  
Boston, MA. 02108.

Dear Secretary Robertson:

There are two compelling priorities upon which the future of the City of Lawrence depends: education and economic development.

As a member of the Lawrence City Council, I have looked with anguish upon the failure of the Lawrence Public Schools, and I am frank to admit a deep frustration with the movement on educational reform. Consequently, I reach now for alternatives which will force the issue of quality education and believe that nothing short of competition will catch the attention of a bureaucracy that is dead to the concerns of urban and minority parents.

One contributor of great import to the environment is the Charter School, and when one is proposed for Lawrence by the Lawrence Youth Commission, I am greatly encouraged and enthusiastic about the impact such an institution might have. It is time to offer the parents of this city a real choice, and I believe the Charter School will do that and will relieve the guilt most parents feel because of the education profession's successful dumping of the failures of the school system on the parents and the children. That is similar to a business which fails cursing the ignorance of the customers. I further believe that a successful Charter School will create a demand for similarly innovative and successful institutions available to all our parents and will create a demand for replication and access for all.

If there is one organization in Lawrence which could establish a Charter School where students are valued and parents are respected and engaged in and control the education of their children, I believe it to be the Lawrence Youth Commission. The Lawrence Youth Commission has established a relationship of trust with hundreds of parents and has built a simmering movement of parent empowerment which will one day blossom into parent control of this City's educational system. It has further demonstrated its capacity to structure itself to provide a spectrum of programs to support the re-emergence of the family as the foundation for and the most critical single source of personal values and self-esteem, and consequently, it is the development of the family--in whatever form it might now assume--which is the key contributor to educational success and life achievement.

I am pleased to offer my support to this application of the Lawrence Youth Commission.

Sincerely,  
  
Richard A. Lawrence



in the Parents Mobilization Project, a very successful project that has been part of the overall program of the Lawrence Family Development and Education Fund.

Being the founder of a now eleven year old leadership training program for Hispanic youth I am particularly interested in the part of the mission statement that speaks about leadership development through internships for parent activities and community service. As I understand the strategy for the Lawrence Charter School and Family Development Center this would include what we have been insisting on in our leadership training program, and that is an intense respect for the cultural values of family and community. Since we started our program in 1981 we have encouraged the Hispanic youth we work with to be bi-lingual and bi-cultural and in no way ever put down one's Spanish language and Hispanic culture to fit into the "melting pot" theory of America.

Lastly I would like to add that it would be a privilege for me to be able to share my experiences of the last thirty-five years working with parents and youth with the students of this new Charter School. I sincerely believe that the Lawrence Charter School and Family Development Center has all the potential necessary for making a most valuable addition to the school department of the City of Lawrence. I have the upmost admiration and esteem for Mrs. Patricia Karl and her abilities to carry this project to a very successful conclusion.

If you have any need of my further input please do not hesitate to call upon me.

Sincerely,

A handwritten signature in cursive script that reads "Fr. Joachim Lally, C.S.P.".

Fr. Joachim Lally, C.S.P.

Director of Hispanic Youth for the Archdiocese of Boston  
and Director of the Lawrence Youth Center



Paulist Hispanic Evangelization & Leadership Program (H.E.L.P.)/  
Jóvenes Católicos en Acción (J.C.A.)  
365 Haverhill Street  
Lawrence, MA 01840  
(508) 687-9432

Rev. Joachim Lally, C.S.P.  
Director/Chaplain

Feb. 12, 1994

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
One Ashburton Place  
Boston, MA. 02108

Dear Dr. Robertson:

As a member of the Board of Directors of the Lawrence Family Development & Education Fund, Inc. it gives me great pleasure to write this letter in support of the application seeking eligibility for a charter to establish the Lawrence Charter School and Family Development Center in Lawrence, Massachusetts to open in September, 1995.

The Lawrence Family Development and Education Fund wisely puts in its mission statement the vital necessity of working closely with the entire family if any effective education for the child is to take place. It is only when the family works closely with the school that life long true education can become a reality.

From my perspective and experience of thirteen years working as the Director of Hispanic youth for the Archdiocese of Boston I have seen what happens when the family hands over the entire responsibility to the school to educate their children. The number of high school dropouts and the increasing number of gangs point back to the deplorable abdication of the parents rights to be the first teacher of their children, especially in the traditional values such as self-discipline, responsibility, self-respect, respect of others and perseverance when the going gets tough. If the child does not receive these values and role models in the home the chances of them being imparted in the schools are indeed slim.

Many parents themselves did not receive this training in their own upbringing and hence cannot pass on what they never fully possessed themselves. This is why the parents too must be brought into the total picture as has been done



WILLIAM F. WELD  
Governor

◆  
CHARLES D. BAKER  
Secretary

◆  
LINDA K. CARLISLE  
Commissioner

◆  
ALICE KUBACKI  
Area Director

The Commonwealth of Massachusetts  
Executive Office of Health and Human Services  
Department of Social Services  
Lawrence Area Office

11 Lawrence Street, 4th Floor, Lawrence, Massachusetts 01840

Tel (508) 685-8384 ◆ Fax (508) 683-7455

February 14, 1994

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
One Ashburton Place  
Boston, Massachusetts 02108


Dear Dr. Robertson,

The Lawrence Department of Social Services is pleased to support the efforts of the Lawrence Family Development and Education Fund, Inc. to seek eligibility for a charter to establish the Lawrence Charter School and Family Development Center in Lawrence, Massachusetts.

We, at the Department of Social Services, are particularly impressed with its mission statement that "strong families working in partnership with the school as advocates for academic achievement will create an environment where every child has the opportunity to acquire the skills and habits of mind that foster life-long learning, citizen participation and personal fulfillment."

Since parents are their children's first teachers and mentors, they need to be encouraged in non-traditional ways to continue support of their children in partnership with the school. As our education system is being re-evaluated nationwide, the hopes, dreams and futures of our young people and their families anticipate great expectations. If these expectations are to be realized in the Lawrence area, we feel that the Lawrence Family Development and Education Fund which has been the most successful advocate and model agency in focusing its efforts on youth and families programs, i.e., parent groups, family development training, youth leadership, job training for youth and adults, etc., would certainly continue to demonstrate leadership in this area. For these and many more examples, too numerous to detail, we sincerely and strongly recommend the Lawrence Family Development and Education Fund, Inc. for consideration to establish the Lawrence Charter School and Family Development Center.

Sincerely,

  
\_\_\_\_\_  
Alice Kubacki  
Area Director

AK:kb

ANGELA HARTY  
6 Jackson Terrace  
Lawrence, Massachusetts 01840  
(508) 682-7257

February 14, 1994

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
1 Ashburton Place  
Boston, Massachusetts 02108

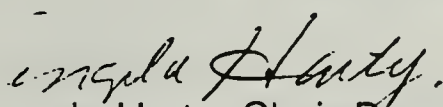
Re: **The Lawrence Charter School and Family Development Center**

Dear Dr. Robertson:

I am writing this letter in support of the application for Charter from the Lawrence Charter School and Family Development Center. I am a life-long resident of the City of Lawrence and feel strongly that this proposal can only benefit the citizens of Lawrence and help to address the drop-out rate, teen pregnancy issue and reduce crime. The program that will be available for parents' education can only be a positive step for Lawrence.

I am involved in many city and non-profit organizations in Lawrence (i.e., Treasurer - Lawrence Planning and Development Corporation, Board Member - Lawrence Family and Development Fund, and Board Member - Arts of Lawrence) and strongly feel we will all benefit in every aspect with the gaining of this Charter.

Sincerely,

  
Angela Harty, Chair Person  
Lawrence Youth Commission



Lawrence Minority Business Council  
P.O. Box 414  
Lawrence, MA. 01842

February 14, 1994

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
One Ashburton Place  
Boston, MA. 02108

RE: Lawrence Family Development and Education Fund, Inc.

Dear Dr. Robertson,

I would like to take this opportunity to recommend that you favorably consider the application of the Lawrence Charter School and Family Development Center currently under review by your office.

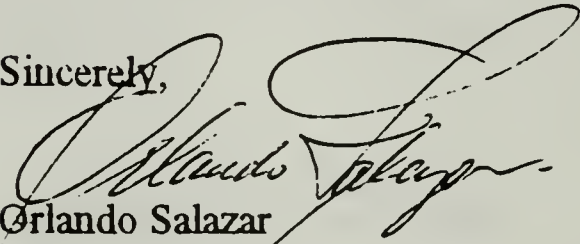
A "Charter School" in my opinion, is a must for a city like Lawrence, Massachusetts.

Given the city's varied ethnic composition, parents and students will benefit by their active interaction with the teachers in the creation of curriculums better suited to their immediate needs.

Integration of services such as, health counseling, nutrition, family involvement, etc, is usually not provided by the traditional schools. A program such as this will have a positive impact for all participants.

The mission of the school advocates stronger family ties, academic achievement and development of programs that promote a desire for learning. This is a winning combination.

Sincerely,



Orlando Salazar  
Project Director



February 15, 1994

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
One Ashburton Place  
Boston, MA 02108

Dear Dr. Robertson:

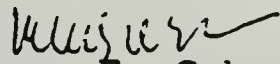
I am pleased to write in support of the application from the Lawrence Family Development and Education Fund, Inc. to seek eligibility for a charter to establish the Lawrence Charter School and Family Development Center in Lawrence, Massachusetts, to open in September, 1995.

Its mission states that strong families working in partnership with the school as advocates for academic achievement, will create an environment where every child has the opportunity to acquire the skills and habits of mind that foster life long learning, citizen participation and personal fulfillment.

The City of Lawrence will always be a city of immigrants where first generation families bring to our community tremendous culture and family values. It is vital for the effective development of our children that these values be taught in our school. More importantly is the role of our parents in that process to facilitate our childrens' assimilation to a new and exciting life experience.

A number of professionals like myself are members of first generation families that were educated in our homelands. We bring a different approach to family development, not only from our culture but also from our educational experiences. The Lawrence Charter School and Family Development Center in Lawrence will provide us with a vehicle to share what we learned and strengthen the interest and confidence of our children in their education.

Sincerely,

  
Jose E. Cabrera  
Assistant Vice President

JEC/sf



Maria P. Quintana  
Branch Manager  
Tel 508 681 7261

Essex Plaza Branch  
700 Essex Street, ME-4335, Lawrence MA 01841

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
Boston, MA. 02108

Dear Dr. Robertson:

I am writing in support of the application from the Lawrence Family Development and Education Fund, Inc. for a charter to establish the Lawrence Charter School and Family Development Center in Lawrence, Massachusetts.

As a founding member of the Lawrence Youth Commission I am happy to attest to the fact that the Lawrence Family Development and Education Fund, Inc. is the best qualified organization in the City of Lawrence to undertake such a project.

The Youth of Lawrence and their Parents will benefit greatly from the establishment of one of the Charter Schools in Lawrence. The racial and ethnic mix of our population is ideal for such a pilot program, with most of the parents coming from a foreign country and from a lower socio-economic class.

Our Youth and their Parents deserve a better future and I believe this could only come through education and motivation which will enable them to realize the American Dream.

Please feel free to call me at (508)681-7261 (work) or (508)794-0915 (home) if you have any questions regarding this letter.

I thank you in advance for your consideration of my request.

Sincerely,

A handwritten signature in cursive script that reads "Maria del Pilar Quintana".

Maria del Pilar Quintana  
46 Lorenzo Circle  
Methuen, MA 01844



LAW OFFICE  
VIRGINIA S. KEATEN  
ATTORNEY AT LAW  
P. O. BOX 5004  
ANDOVER, MASSACHUSETTS 01810-1013  
(508) 689-9988

February 11, 1994

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Mass.  
One Ashburton Place  
Boston, MA 02108

RE: Lawrence Charter School and Family Development Center

Dear Dr. Robertson:

I was formerly a teacher in a largely Hispanic urban area, and was also a state child welfare worker with predominately Spanish speaking clients in Boston. As the Immediate Past President of the Greater Lawrence Chamber of Commerce, I have been involved with its Business Education Collaborative in the Lawrence Public Schools. I am writing in support of the application from the Lawrence Family Development and Education Fund, Inc. to seek eligibility for a charter to establish the Lawrence Charter School and Family Development Center in Lawrence, Mass. to open in Sept., 1995.

As you must be aware, the school population of Lawrence has been said to be anywhere from 60 to 70 percent Hispanic. Some children have benefitted from some ESL and bilingual programs, but the Lawrence Family Development and Education Fund, Inc. was set up with a strong emphasis on leveraging these programs by involving and supporting parents and family.

Parents are children's first teachers, and key to the Charter School's approach would be respect for the cultural values of the family and the community. Training and strengthening the parents models the importance of the family in developing the skills of building a support network for oneself. Both child and parent(s) can also learn that "family" and "support network" may not mean a traditional nuclear family unit, but a charter school could model building partnerships that work much in the same way.

Such an approach is cost effective as well. One or two "parents" (whoever may be involved as "family") may have several children in the school. Helping families with common denominators of successful "family" support of children saves money which later may be required on an individualized basis for each of those children.

The Lawrence Family Development and Education Fund, Inc. is already largely directed by representatives of the majority population of Lawrence, and is already attracting parents anxious for their children to succeed. The Charter School under its auspices would buttress such parents' roles in the education of their children, not substitute a government program instead of parents. Teachers and business people can all support this cooperative effort with The Lawrence Family Development and Education Fund, Inc., and I hope you will give every consideration to this proposal.

Very truly yours,

  
Virginia Keaten

VSK/vk

cc: Mr. Ralph Carrero

# JULIA'S TRAVEL AGENCY

67 Jackson Street  
Lawrence, Massachusetts 01841  
(617) 685-7727 or 685-0209



February 15, 1994

Dr. Piedad Robertson  
Secretary of Education  
Commonwealth of Massachusetts  
One Ashburton Place  
Boston, MA 02108

Dear Dr. Robertson:

I am pleased to write in support of the application from the Lawrence Family Development and Education Fund, Inc. to seek eligibility for a charter to establish the Lawrence Charter School and Family Development Center in Lawrence, Massachusetts to open in September, 1995.

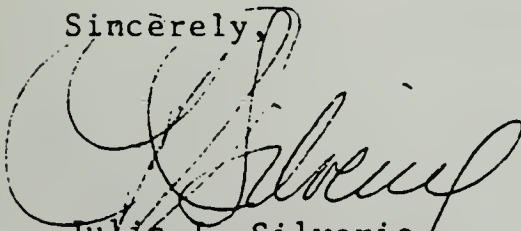
As a Boardmember of this organization and as a citizen of the City of Lawrence, I strongly feel there is no other agency as capable of handling such a center considering Lawrence's diverse ethnic population, as the Lawrence Family Development and Education Fund, Inc.

Its mission states that strong families, working in partnership with the school as advocates for academic achievement will create an environment where every child has the opportunity to acquire the skills and habits of mind that foster life long learning, citizen participation and personal fulfillment.

I feel with the mission statement above describes in a nutshell all the benefits the parents as well as the children of the City of Lawrence will receive by the formation of the Lawrence Charter School and Family Development Center.

I encourage you to look closely at this proposal and vote favorably in its behalf.

Sincerely,

  
Julia I. Silverio  
Travel Consultant

JIS/mn



